

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



"IT HAPPENED HERE"

The most unusual
article ever
published in
Manage . . PAGE 6

MAY, 1952 · FORTY CENTS

You are giving away your standard of living

FANATICS in Germany, India, even some in America, say we should scatter our billions over the world in order to use up our surplus; otherwise (they say) it will dam up on us and cause a depression.

It is entirely possible that we should give away those billions for humanitarian reasons—that is another matter. But don't let's let greedy foreigners and stupid Americans say we're doing it for our own selfish interests. And don't let anyone of us think we are doing it by "soaking the rich". We are giving away (and, remember, perhaps we should, so long as we do it with eyes open) our standard of living.

You and I work, not for dollars but for what those dollars will buy. The more *things* there are in America, the more your day's work and mine will buy. The more steel there is in America, the more automobiles you can get at a low price. The more cloth, the more suits you can own. The more food there is, the better you and your family will eat.

There can only be so much of those things. When you ship them away; you do without. You seldom ship *money* abroad; money is only a token of exchange for the *things* that are going out of this country, out of your reach.

Perhaps that's good, perhaps that's wise. But we should realize what we're doing. Whatever we give away abroad comes out of what we have at home. Unless, of course, each of us produces that much more at his machine or plow or desk *every day*.

If every one of us *produces* more efficiently we can have the satisfaction of knowing we are doing something for the world without destroying America . . . the one strong hope of the world. If we "share the wealth" with the world, we will soon be sharing nothing but poverty. If we share our *increased production* and demand increased production in return, there will then be wealth *and* strength to share.

WARNER & SWASEY
Cleveland
Machine Tools
Textile
Machinery

YOU CAN MACHINE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY TURRET LATHES, AUTOMATICS AND TAPPING MACHINES

INDUSTRIAL STRIKES, FREE ENTERPRISE, DEMOCRACY AND KINDRED MATTERS

HOW can we Americans make cracks about Nero fiddling while Rome burned? We have no right to criticize Emperor Nero for making a fool of himself while just one degenerate city was being wantonly destroyed . . . not when we're ripping to bits both our national defense effort and our whole American economy.

When we compare Nero and his folly to the Americans engineering these recent steel and communications utility strikes, the Roman emperor appears to be a calm man of high intellect.

Since the nation started its new defense effort, there have been exactly fifty-one walkouts in our atomic energy plants . . . and it looks like more are coming.

Early in April there began the nation-wide telephone and telegraph strike, which almost completely paralyzed the quick-communications industry.

While industry has been fighting governmental control with one hand, the other has been engaged in defending the basic economic foundation of our free enterprise system from attacks by organized labor. Thus far, a victory for organized labor has meant victory for those in government who would see American industry Socialized . . . and a victory for those Socialists in government has meant a victory for labor.

Let us not be misled by Socialist propaganda that our nation's strength is *not* in our free economy.

The steel industry came near to being crucified by the combined forces of organized labor and the Federal government.

Those who would Socialize the steel industry put the builders of that industry—the management—in such a squeeze that the steel industry could not submit and still remain in business. When steel management refused the recommendations of the Wage Stabilization board, then the anti-free enterprise forces almost got what they were after in the first place: *control of the nation's steel industry*.

It was something of a bloodless revolution,

and just as shockingly unAmerican as if the steel industry had thrown the President out of the White House and placed a steel industry executive in his office.

Newspaper articles have quoted steel industry workers as saying they did not care how much more pay they got if only they would not have to go out on strike. The workers were jubilant when the strike was first called off—though few of them could possibly have understood the real significance of the President's seizure of the factories. They did not know that their union leaders had cooperated with Socialistic government officials to either break steel management's back economically or find reason to try to take over the industry completely.

Clarence Randall, President of Inland Steel Company, is the type of man which has built the American economy to the point where it offers the highest standard of living of any country in all history. Men like Mr. Randall have made America the strongest, wealthiest, healthiest nation that has ever existed. But even such a brilliant leader as he was stimulated to angrily fight back at such a vicious combination as is threatening the freedoms Americans have prided and fought and died for in eight wars since 1776.

It makes no difference if you are a Democrat or Republican, this situation is threatening the freedoms which make the United States different from Russia . . . and the Socialistically-battered and economically-ruined Great Britain.

While our internal struggle continues, an oil workers' strike begins, and our mighty nation weakens itself, there can be no doubt that the planners of Soviet Russia are watching for just the right moment to swoop down.

It is a frightful and a shameful situation.



EDITOR
Dean Sims
ASSISTANT EDITOR
Dwight E. Frick
ADVERTISING MANAGER
Frank McMenamin
ADVERTISING REPRESENTATIVE
John W. Foster
336 Fourth Avenue,
Pittsburgh 22, Pa.
EDITORIAL ASSISTANT
J. L. Hermann
EDUCATIONAL EDITOR
William Levy
EDITORIAL ASSISTANT
R. F. Monsalvage, Jr.
CARTOONIST
Eldon Frye
CIRCULATION MANAGER
Jean B. Adams



ON THE COVER

Dr. Donald Eggen, of the Atomic Energy Research Laboratory at North American Aviation, Inc., prepares to place the highly-polished metal dome atop the Statitron. The machine is used to bring elementary charged particles to very high speeds and high energies. Unlike the cyclotron, which accomplishes much the same thing by keeping the particle circling around the machine, the Statitron speeds up the particle by dropping it from the top of the machine down an evacuated tube. Approximately 60,000,000,000—that's 60 thousand billion—electrons per second strike an experimental target at the base of the tube traveling at a speed approximately that of light—186,000 miles per second.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MAY, 1952 VOL. 4 No. 9

IN THIS ISSUE

The Editor Comments	Page 3
It Happened Here	Page 6
Speedway Supervision	Page 8
Management Goes to Wittenberg	Page 10
Foreman Platt Goes to Wittenberg	Page 11
What and Why is a Supervisor?	Page 12
What's New	Page 14
The Spotlight is on You	Page 15
Fry It In Butter	Page 16
Better America Series	Page 17
Photo Parade	Page 18
All Outdoors	Page 20
Management on Review	Page 22
Karl Marx Series	Page 24
Manage Mirth	Page 35

THE NATIONAL ASSOCIATION OF FOREMEN

RAY ARDUSER, President

J. E. COX, First Vice President

HAROLD LYDA, Secretary-Treasurer

J. E. BATHURST, Executive Vice President

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to uniting all segments of management, foreman to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 51,269 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.

MANAGE is published monthly on the 5th by THE NATIONAL ASSOCIATION OF FOREMEN, as its only official publication. Entered as second-class matter September 2, 1948, at the post office at Columbus, Ohio, under the Act of March 3, 1879. Printed in the U.S.A. Publication office 364-386 S. Fourth St., Columbus 15, Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices 321 W. First St., Dayton 2, Ohio. Copyright 1952 by The National Association of Foremen. Subscription rates: annual U. S. \$4.00; foreign \$6.00; single copy 40c except November convention issue for which \$1.00 to non-subscribers. Annual subscriptions (U.S.) in lots of 50 to 500: \$3.00; 500 to 5000: \$2.50; 5000 and over: \$2.25.



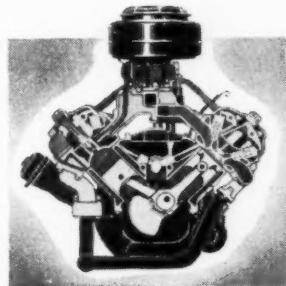
White sidewall tires, when available, are optional equipment

Why you should drive a
DE SOTO
FireDome 8

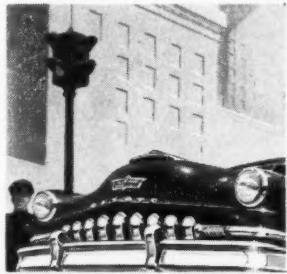
Any car that could give 160 horsepower
on regular gas would be remarkable. If
in addition it had No-Shift Driving,

Power Steering and Power Braking, it
would be sensational. Well, that's the
new DeSoto V-8. Driving is believing!

DE SOTO DIVISION CHRYSLER CORPORATION



* **MIGHTY** De Soto Fire Dome 160-h.p. engine...with dome-shaped combustion chambers and centered spark plugs...is America's most advanced design!



** **FAMOUS** De Soto Tip-Toe Hydraulic Shift with Fluid Drive, or Fluid-Torque Drive... offers you America's finest No-Shift Driving!



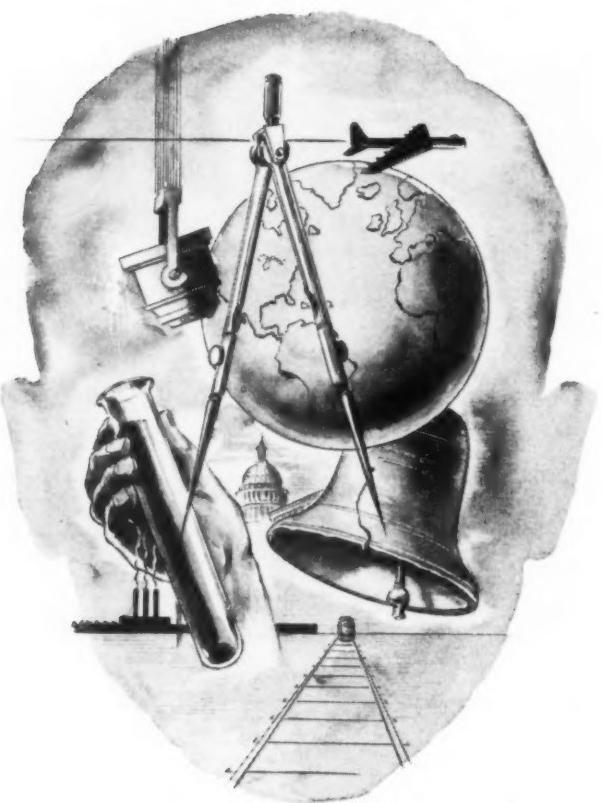
*** **MAGIC** De Soto Full Power Steering improves road control; parking is as easy as dialing a phone—you can turn wheel with one finger!

taining
prove
pilotin
with
them
merel
the t
sign
that H
and 8

We
ing la
tion c
tating
mons
of po
bits a
Obvi
disco
and p
energ
the h
of the
in the
involv
releas
presen
of thi
orato
Likew
has I
again.
power
spread
field o
is nee
ventiv
chiner
taped
nesses
problo

For
fact in
gradua
of hum
tive t
problem
cordec
cordec
embodi
zation.
new i
has tre
produ
this o
time ex
way o
steadil
Higher
erty, a
racy H
educati
made

MANA



IT HAPPENED HERE

This article is probably the most comprehensive feature ever carried by MANAGE Magazine. It is in most respects a classic essay, and it must be read slowly, thoughtfully, intelligently. It is an introspective study of modern society on the basis that man has within himself the power to improve or destroy himself. The whole article is based on the importance of the individual. The author is Lewis Ketcham Silcox, Executive Vice President of The New York Air Brake Company, and this article is from a talk he made at Purdue University on March 20.

PART of the greatness of Orville Wright—the first man to make a sustained flight in a heavier-than-air machine — was that he never aspired to be, nor did he pretend to be, anything more than he was: a first-rate mechanic with imagination. Which is not to detract one whit from his stature in the history of aviation. He and his brother Wilbur were those necessary people in the

scheme of things who transform the dreams of others into reality. In doing that they made probably a more significant contribution even than the dreamers. They built a scientifically sound plane; they flew it. It is impossible to write of either brother separately. They were almost as close as if they had been identical twins. Who was more responsible for the development of the world's first prac-

ticable airplane no one ever will know, because they did not know themselves.

The bare bones of the story of the Wright Brothers and their invention is known; how they began with kites, then built bicycles which gave them a knowledge of metal construction; tested the theories of Maxim and Langley and Chanute and Lilenthal as to flight, discarding some and re-

taining only those they were able to prove sound; learned the science of piloting through painful experiments with hand-launched gliders; built themselves a light engine and hammered out a propeller and then put the two on a plane of their own design and construction and flew it on that historic date for fifty-nine seconds and 852 feet.

We have done a good deal of talking lately about international regulation of the atom bomb—a most devastating form of fire—as if this new monster could be controlled by a kind of political thermostat made out of bits and pieces of the present system. Obviously the only hope lies in the discovery and release of a spiritual and political energy as great as atomic energy. We must, in a word, split the human atom and put to use some of the incalculable power stored up in the average man. The principle involved in atomic fission is that of release of energy that has always been present in the atom. The presence of this energy was known in the laboratory before it was applied to war. Likewise the power of the individual has been demonstrated again and again. That the individual has infinite power is a fact as profound, widespread, and significant as any in the field of the physical sciences. What is needed is clearly the kind of inventiveness that will set up the machinery by which this energy can be tapped on a world scale and harnessed for the solution of our world problems.

For two centuries the outstanding fact in American history has been the gradual but unhampered application of human reason to techniques relative to local, national, and world problems. Logic, based on precise recorded experiment and accurate recorded observation, and gradually embodied in machinery and organization, has produced a vast flood of new inventions and processes, and has tremendously multiplied material production. It should be noted that this occurred first, and for a long time exclusively, within our American way of life. Industrial capitalism has steadily raised living conditions. Higher standards, more personal liberty, and a growing political democracy have brought about increased education. Increased education has made men receptive to criticism. It

happened that, in our nation, individual freedom, political democracy, and machine techniques developed more or less simultaneously with capitalism; that is, with a system of private ownership of the means of production based on limited liability corporations and bank credit. Since the dawn of history, man has not only been dissatisfied with himself, but also with other people; hence, with existing institutions.

Our nation leads in industrialism, in political democracy, and in material abundance. Many democratic capitalists have expected that rising living standards would in themselves eliminate economic discontent. Why should the poorest complain when their lot was constantly improving?



L. K. Sillcox

Since the machines were obviously doing their best, failure to improve things sufficiently for everybody right away had to be laid elsewhere. Where else, than at the feet of capitalism and of a political democracy controlled by men possessing property and places of leadership? Abundance is then no antidote for anxiety. In sober fact, the perils of industrialism — joblessness, rootlessness, lack of community touch of belonging and being needed, shrinkage of personal importance, helplessness — are far less terrifying than those that confronted fifteenth century mariners putting out onto uncharted oceans in frail ships with no means of communication, or our pioneering settlers pushing boldly and alone into an unexplored wilderness, or whole frontier populations facing weather-made famine or uncontrollable and mortal epidemics. Yet, somehow twentieth

century man has failed to obtain the vast reassurance that his adventurous ancestors secured, for the most part, from prayer.

Throughout the world, people who believe in freedom, tolerance, and self-government, who understand that the real enemy is mass man and the reign of total power for power's sake, find themselves burdened with a common task. To survive, they must offer to all men the promise of becoming individuals, self-reliant people in the highest sense, beings who enjoy not only greater abundance but truly responsible personal participation in a more meaningful life. Political democracy permits all citizens to vote. In the United States half of them frequently care so little to have an influence in shaping things that they stay away from the polls. Where is the maturity to make them aware that, without their active co-operation, democratic society will fall heir to charlatans, schemers, and vested interests? Here technical training is of no help. Lacking general ideas, competent professional men, artisans and farmers, businessmen and artists, engineers and scientists frequently fail to be worthy citizens. Increasingly complex machine and process techniques call for leaders and operators with specialized skill rather than general education. One thing is certain. Having caught a vision of greater abundance, especially during World War II when the alliance of science and nature brought about an incredible increase of production, the less prosperous two thirds of mankind are not voluntarily going to relinquish that vision. Either it will be partly realized or must necessarily be beaten out of people's minds by superior power or by adverse fortune. Whoever opposes or decries it is their enemy. Among the most decisive factors of 1952 and the most conspicuous is the social landslide. During the past two centuries the human race has been going through a sort of global change of life. To adjust to meet our problems, we have to appreciate the reasons for what has occurred. We are facing greater competition as individuals and as a nation on a worldwide front and we must find a way of meeting this tremendous issue in making our country pre-eminently great by being great persons our-

(Continued to Page 31)

SPEEDWAY SUPERVISION AT INDIANAPOLIS

ONE of the most peculiar management jobs in the world is connected with the Indianapolis Motor Speedway and the annual 500-mile race. A full-time, permanent staff of 45 employees make up the backbone of the largest one-day sporting event in the entire world.

Any discussion of the Speedway and the annual race must necessarily be in the light of the dual nature of the project. First, it is a business enterprise with managerial problems quite complex and entirely different from those of businesses operating on a complete calendar-year basis. Secondly, there are unique problems connected with this mammoth one-day event which attracts spectators from all over the world.

The biggest part of the unique management task involves transforming a site of 433 acres into a city of nearly a quarter of a million persons for one day. Moving 25,000 parked cars in and out of parking places is a problem of control.

There can be no fine line of demarcation between these two aspects of the job because there is still a third element which comes into the picture . . . the value of the 500-mile race as a testing ground for developments in the motor car industry. Many of the features on the car you drive to and from work every day were either conceived or tested at

the Indianapolis Motor Speedway.

While the annual race is an event occupying a single day, its success depends on year round planning and work. There is the permanent staff, but this is augmented as demands require it, until literally thousands of persons are involved on the day of the big race. Selection of these people cannot be a haphazard personnel job any more than it can be for hiring of men for specific jobs in industry. It is further complicated by the fact that their services are required on a short-time basis.

There is, for example, a special safety patrol of approximately 1,200 men, hired by the Speedway Corporation. This group is in addition to 350 assorted city, county, state and Speedway City police, and Marion County deputy sheriffs plus 250 firemen. Unless the problems to be faced are known and anticipated and the men work as an integrated group, there might be chaos and confusion too horrible for any management man to contemplate.

Starting in March, a citizens' traffic committee starts discussions of the approaching traffic and safety problems in connection with the race on Memorial Day. The top police officials involved confer with representatives of railroads, Indianapolis Union Station, city transportation system, city bus terminal, taxi firms, and

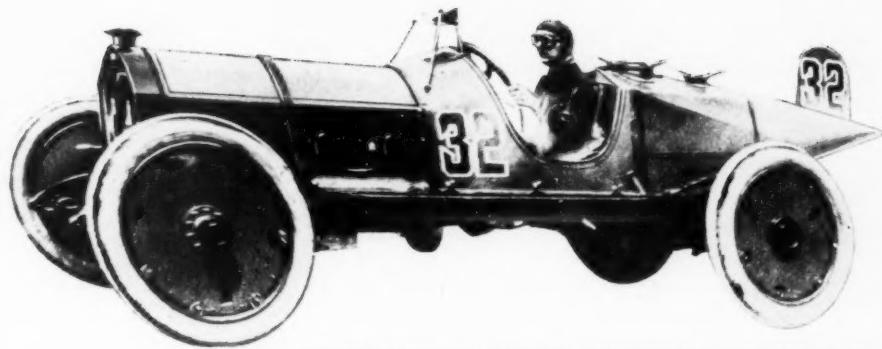
Speedway officials elect a single man to be Traffic Coordinator. Weekly meetings follow and every anticipated detail of the function is discussed and re-discussed.

Selection of the safety patrol of 1,200 men is a major obstacle. Every member of the patrol is interviewed by a group of assistant safety directors who, in normal life, are personnel and safety directors, athletic directors and coaches, college professors and skilled engineers from some of Indiana's leading industries and universities. During one three-day period, each applicant is interviewed and those found to meet the standards are assigned to posts on the basis of their special aptitudes and personalities. It is interesting to note that practically every one connected with the classic becomes imbued with the "Speedway spirit" and is anxious to return to his or her special post each year. The qualification trials for racers, held on weekends before the race, draw sufficiently large numbers of people to provide also a "trial run" for the operating staff. After each weekend trial run, the staff meets to review the overall accomplishments of the patrol, discusses errors and transfer of patrolmen as conditions warrant, and promotes those who have shown special abilities. Each man is graded on his performance and those not meeting the standards

1951 INDIANAPOLIS MOTOR SPEEDWAY WINNER—Lee Wallard. His average speed for the 500 mile race was 126.244 MPH. This is the fastest 500 mile race to date.



The greatest motor car race in the world is the subject of this exclusive article, and herein is briefly told the story of managing it all. The author is A. (Tony) Hulman, owner and chairman of the board of the Indianapolis Motor Speedway.



1911 INDIANAPOLIS MOTOR SPEEDWAY WINNER—Ray Harroun. His average speed for the 500 mile race was 74 MPH. The first rear-view mirror is shown on this racing car.

are not employed the next year.

In addition to the safety aspect of the conduct of the race, the Speedway also is responsible for the integration and smooth functioning of a large and varied array of other talent. In the motor corps, there are 18 wreckers and crane-hoisters, and 12 ambulances. There are seven first aid stations with a trained staff of 100 persons to man them. In the permanent Speedway hospital, there are more than 250 doctors, nurses and interns.

There must be a smooth coordination of the Speedway staff with the personnel of such organizations as the Bell Telephone Company's special staff of 136 persons, Western Union's staff of 35 operators, and the 125 Automobile Association of America representatives who conduct the race. Drivers, mechanics and pit-crews number about 500 men, while 100 are occupied with the official timing of the race. Placed strategically over the premises, too, are highly trained observers and agents of the Indiana State Board of Health, the State Excise Department, the U. S. Bureau of Internal Revenue Department, the FBI, and the State Fire Marshall's office.

Concessions of various types are leased to Sports Service, but the staff of 1,800 and the fleet of 55 suppliers' trucks all come within the overall supervision of Speedway management.

The Speedway has its own telephone communication system, with 132 stations in advantageous locations about the grounds. An army mobile walkie-talkie unit handles communications not covered by telephone. This communications system

has its headquarters on the top floor of the Pagoda, a six-story structure just inside the track at the starting line. A radio transmitter is in constant touch with an Indiana State Police airplane, which flies over a territory within a 25-mile radius of the track, the day of the race, from daylight until race time. Anything that even threatens to be a potential traffic jam on any street or road is quickly met by a diversion of traffic to alternate routes.

At the Speedway, traffic moves in 22 different lanes, and until nine a. m. the largest part of the traffic is brought into the infield parking area by means of race track crossovers. After nine o'clock, all traffic must be handled through six tunnels going under the track.

The Speedway staff has about six hours to build its quarter of a million population city. The first heavy traffic is from four o'clock until six o'clock in the morning, with a pleasant lull between six and eight. From eight o'clock until race time, the rush is on! The departing crowd, in the afternoon, is great just after the winner has been given the checkered flag, although most of the patrons stay to see the last car cross the finish line.

The race drivers and their crews are a great crowd and it is unfortunate that the public cannot get an intimate view of all that goes on in the few weeks preceding a race. They would have a greater appreciation of the drivers and the race they make.

The old-timers still talk about Ralph DePalma pushing his car across the finish line in dramatic fashion. They speak with intense feeling

of the heroism of Norman Batten staying with his flaming car because to have deserted it would have endangered the lives of many spectators. When Chet Miller walks out on the apron, someone is certain to recall that it is the same Chet who deliberately turned his car into the inside rail to avoid smashing into the car driven by Bob Swanson.

You have to admire such men, and you do so quite easily. Yet race drivers are the type of men who take all this sort of sportsmanship in their stride. To them, trouble is a bubble. One of the reasons is that you find them all willing to help a buddy blow his bubbles away in a time of distress. Competition is keen once the race is on, but before it starts you find the men who have qualified helping others to qualify even faster. Each man throws himself into the job of qualifying the fastest thirty-three cars to start under the chauffeuring of the thirty-three best drivers.

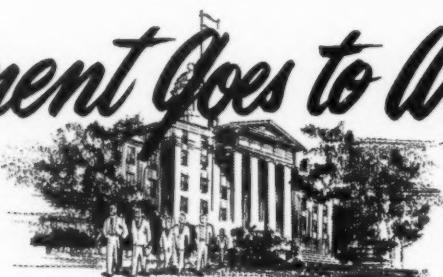
(Continued to Page 26)



A (TONY) HULMAN

Management Goes to Wittenberg

By Dwight Frick



WANT to see a Dad or Grandpa in a freshman beanie? Well, hustle him over to Wittenberg College, Springfield, Ohio.

An uninformed visitor taking a tour through Wittenberg College these days would be astonished to see serious groups of over-age students dashing to and from classes. If the visitor were to mention this—as he probably would—to a student, faculty member or citizen of Springfield, he'd get a pretty full story on the Wittenberg College "Management Development program" for management men of business and industry. The 107-year-old Lutheran school has made education history with its new plan.

To fully understand the program, one first must understand one point of the background of Wittenberg College . . . the third largest Lutheran college in the country. For the past two years, it had serious financial difficulties, which has not been a unique situation among independent secondary schools. At the same time, the heads of industry in Springfield discovered that they were suffering from a serious shortage of qualified management-level personnel and most

of the plants had production quotas greatly increased by the national defense program.

These two unhappy situations provided the basis for an idea. Just who had the idea does not matter, because it appears several men at Wittenberg and several industrial executives began thinking about it at the same time. A meeting of Wittenberg officials and executive representatives of major Springfield industries was called. Clarence C. Stoughton, Wittenberg president, and Joseph C. Shouvlis, a prominent Springfield industrialist, produced the general outline of what they called the "Management Development program." For good measure, they threw in another outline of a "Business Executive program." The former is an intensive educational program in which foremen and general supervisory men take 40-hour (one-week) courses of training in economics, administration, human relations, psychology, speech, and general personal development. In weekly groups averaging 25 men, they spend full time at Wittenberg with their salaries as well as their tuition and fees being paid by their employers.

"It's got so," said one industrial foreman of Springfield, "that every foreman in our plant wants to go to school for a week. The work there is harder than our plant jobs, but it's amazing how much knowledge and confidence a man can get out of the comprehensive Wittenberg sessions just for us."

The program for business executives is a more extended course in which young executives are to attend special classes one full evening a week for two calendar years. These men are selected from within their firms because they are regarded as men having bright futures in the top management field. They study business administration, economics, accounting, marketing, salesmanship, and industrial marketing.

Both programs are aimed at making employees more effective on their present jobs and to prepare them for promotion to the next higher rung in the management ladder of success.

Springfield industry figures the programs will cost about \$125,000 this year, of which Wittenberg will receive approximately \$25,000 in tuition.

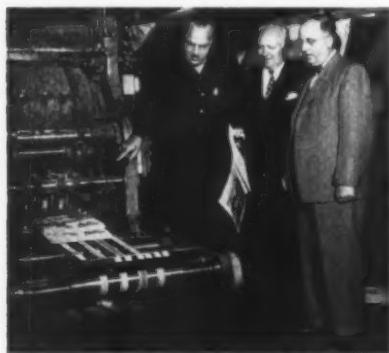
Dr. Gerald Saddlemeir, Wittenberg's director of community education, is in charge of the new "Management Development program." He is an assistant professor of psychology. The industrial management training courses have been so much more successful than previously anticipated that he has had to give up his teaching of undergraduate classes and he now devotes full time to the training of management men.

This educational program has been planned, according to Dr. Saddlemeir, with special emphasis on being "practical," but at the same time each course is taught under college-level academic standards. The most up-to-date teaching techniques are utilized, which includes various forms of visual education. Student-participation classes are organized and conducted in "conference session" manner.

The school officials list seven objectives of the foremen's program:

1. To give supervisory personnel an understanding of their role as leaders.
2. To help them realize and develop their own potential in areas of self-expression.
3. To help them explore the "human element" of their jobs and gain a better understanding of the emotional problems of the working man.
4. To help them see their places as members of the management team.
5. To give them a better understanding of the basic principles of the American business system and

(Continued to Page 27)



Walter Porter, left, one of the early "graduates" of the Management Development Program, conducts two distinguished visitors through the gravure department of Crowell-Collier Publishing Co., of which he is foreman. The guests are Peter J. Dennerlein, center, Crowell-Collier vice-president, and Dr. Clarence C. Stoughton, president of Wittenberg.

A L
Edw
left
son,
Wal
term
Crov

LET
Dud
Ho
puzz

MAN



Foreman Platt goes to Wittenberg

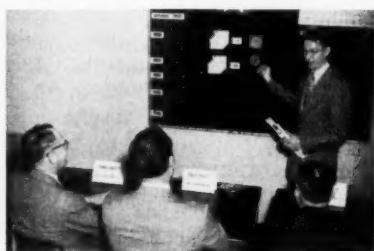
The following photo story shows a typical school day at Wittenberg College for Billy Platt, a 31-year-old machine shop foreman for International Harvester. Attending the Management Development program, Billy plays the lead in each of the scenes. On April 4th, following his week of classroom study at Wittenberg, he received his Management Development diploma.



A LESSON IN ECONOMICS — Professor Edward Patmos at the flip board. Seated left to right: Billy Platt, Lawrence Johnson, Steel Products Eng. Co.; David Walker, Oliver Corp.; Asa O'Brien, International Harvester Co.; Roy McClure, Crowell-Collier Publishing Co.



"UNACCUSTOMED AS I AM" — Professor Richard Hoefer teaches Billy Platt the proper gestures necessary for good public speaking. Other students waiting their turn are, left to right: Estelle Powers, Robbins & Myers; Hobart H. Haley, International Harvester Co.; and Russell Daniel, Crowell-Collier Publishing Co.



FLANNEL BOARD CLASS — Professor Robert Schultz explains how competition works in industry. Seated left to right: Homer M. Hughey, International Harvester Co.; Billy Platt; and Dillon Clay, Ohio Steel Foundry Co.



LET ME TRY IT ONCE MORE — Dr. Dudycha shows Platt how people learn. He illustrates his point with a Chinese puzzle. Dillon Clay looks on with natural bewilderment.



GRADUATION DAY! — Dr. Gerald Sadilemire, director of The Management Development Program, presents the certificate of completion to Platt. Roy McClure looks on.



AFTER A TOUGH WEEK — Management Development Class No. 24 poses for their graduation picture. Looking somewhat wistful, Foreman Platt holds a Wittenberg College pennant.

making
ive on
repare
next
tad-
the pro-
00 this
ill re-
in tui-

Witten-
educa-
"Man-
." He
psychol-
agement
much
ly an-
ive up
classes
to the

has been
saddle-
on be-
the time
college-
the most
es are
s forms
partici-
and con-
"man-

en ob-
am:

ersonnel
role as

and de-

the "hu-
and gain
the emo-
g man.
places
team.

under-
ples of
am and

1952

ALTHOUGH the function of "boss man" has existed since prehistoric ages, it is difficult to find a clear definition of this job. In fact, it is hard to find any two persons who will agree as to just what are the prime functions of the supervisor. Concepts of the "boss" range all the way from the classic Simon Legree to that of the civil servant who must spend his entire time building up his kingdom and fighting off competitors who would take over some of his functions.

Among the more naive notions of the supervisor's job is that held by the average technological graduate. He is sure that in any endeavor which requires a diversity of talents and trainings there is not the slightest doubt that a technically trained person should be named as supervisor. In fact, many young engineers believe that technical training is the chief requisite for any administrative position.

Such a prejudiced attitude may be forgiven on the basis of inexperience and ignorance of just how this old world operates—even in an age of science and controlled economies.

The plain facts of the matter are:

1) The initiating technical activity, i.e., the invention, which results in a new product is worth only a small fraction, usually 3% to 5% of the final selling price of the item. (This fact is attested to by the customary royalty payments for invention.)

2) In most large development and manufacturing concerns, it is the Sales Department which gives orders to the Development Section and which appropriates funds for the latter's support.

3) A scientific development group can be maintained *only if its product is worth more than its cost.*

Thus, the old "debbil" *Profit* rears its ugly head, and whether the starry-eyed engineering graduate realizes it or not, that ugly head will always be staring right over his shoulder no matter where he is working.

It is admitted that in some government maintained enterprises, profit is not the compelling motive. But sooner or later, by fair means or foul, by economics or by politics, an activity which does not pay its way will eventually "fold."



WHAT AND WHY IS A SUPERVISOR?

By Wesley M. Roberds

This principle is so fundamental that it can be applied in every business activity—with the possible exceptions of instances such as when the boss buys his secretary expensive presents—and even here the profit and cost relation is probably uppermost in the secretary's mind.

Therefore, the duties of a supervisor must be considered in the light of—"What is the value of the supervisor?" and "Is his cost greater than his worth?"

SUPERVISOR VS LEADMAN

The duties expected of a supervisor are often confused with those of a technical adviser or leadman. A supervisor is commonly thought to be the person who can do an elementary job better, or quicker, or with more skill than any of the workmen whom he supervises. He is also supposed to maintain discipline among his group and to see that the output of each worker comes up to a given standard. Moreover, since he is "top dog" in his bailiwick, he is supposed to get the highest salary.

This, however, is a very limited and inadequate picture of the duties of an able administrator. Just as the individual worker has a number of tools and facilities to help him turn out his product, the tools and working equipment of the supervisor are the *services of the workers in his*

group. The supervisor should be chosen, not for his ability or skill as an elementary worker, but for his organizing skill; for his ability to *so utilize the services of his workers* that his unit *turns out a given overall product at the least possible cost.*

REASONS FOR PROCEDURES AND "SYSTEMS"

It might well be that a person in an administrative position can use effectively some of his tools but becomes so wasteful with another that the over-all cost of his operation exceeds the value of his product. (Since, in modern business, the margins of profit are quite small, this condition is a very likely possibility.) For this reason, it is the duty of higher management to set up rules and procedures which will be safeguards, as much as possible, against such slips. And here, of course, is where management is so apt to err. In its zeal to set up safeguards against mistakes, management often completely shackles intelligent behavior—the quality it is really paying for in a supervisor. It would seem a better practice to give more freedom and authority to those in administrative positions and then to hold them more strictly accountable for their decisions.

This would certainly pay off in some situations. In others, it would

be better to use strict procedures. For instance, it might be hard to find a person who is capable of assuming the necessary responsibility even though his life depended on it. Moreover, intelligent action is expensive, and so it is just good business to substitute the procedure method wherever possible. This does not mean, however, that management should pay for intelligence and then limit it with restrictive procedures.

It is admitted that some persons in administrative positions may be capable of intelligent action in some phases of their responsibility, but due to lack of training or interest must be supported by strict procedures in other phases. In such cases, the over-all value of such an administrator must be seriously examined.

One whose training has consisted largely of college work or who has gained his experience as a member of a small independent group usually has great difficulty in understanding the coordinating problems which are inherent in a large organization; the difficulties of securing consistent unity of action from persons of widely differing intelligence and experience.

Rules and procedures should be recognized for what they are—the habitual behavior of a large group—substitutes for thoughtful action. And while they are usually a source of frustration and irritation to many who must follow them, there is usually a good reason for their existence. They have been instituted after years of experience have indicated their need.

It is common to see an intelligent supervisor, when surrounded by what he regards as foolish and crippling procedures, find ways around the system; "holes in the fence" as it were. Or he may flagrantly disobey the laws in the interest of economy or expediency.

This taking of a calculated risk is a dangerous, but at times tolerable, behavior. When, however, a person acts in this manner, he must realize that he is taking full responsibility for his actions. If damage or error should result, he has no recourse whatever and must assume all the blame.

To be more specific, although some risk taking can be tolerated and is even commendable under some circumstances, in other cases, which may

involve the risk of life or limb or of other values for which the responsible person could not possibly make restitution, the rule breaker should be summarily dismissed even though he does win his gamble.

THE SUPERVISOR AS A NERVE CENTER

If a supervisor is to act as the quarterback or the commander of a group, he must be the communication center, the point to and from which orders affecting his operation come and go. And since, in large organizations, these orders flow via "paperwork"; the supervisor must handle or have cognizance of all paperwork affecting his group.

If it is possible to delegate some of the more routine work to a subordinate or "alter ego," this may be done if it can be proved that the value of the work which the supervisor does perform is worth more to the company than the salary of the supervisor and his helpers; and if it is also certain that some one person could not handle all the work just as effectively.

THE SUPERVISOR AS A LEADER

It helps, of course, if the "boss" can occasionally gain the respect of his workers by performing an elementary operation with more skill than they. In fact, he must have had experience in his field if he is to intelligently direct the work of others. He should be able to offer advice on how to accomplish a given job and, on very rare occasions, he might demand that a job be done a certain way—if he can fully justify his position.

However, such actions should be the exception rather than the routine duties of a supervisor. He should remember that his prime function is to coordinate and utilize the efforts of his group.

SUPERVISOR AS A SOURCE OF INTELLIGENCE

The supervisor or administrator should be willing at all times to make rulings not found in the book and should accept the responsibility of those rulings. In other words, he should be expected to act with intelligence when unusual problems arise.

SUMMARY OF SUPERVISORY FUNCTIONS

In the opinion of this writer, the duties of a supervisor can ideally be defined as follows:

1. To delegate the work, provide schedules, assign priorities; to sign receipts and authorizations which concern the work of the group in its normal relations with related groups; and, in general, to manage the assignments received and the work put out by his group.
2. To maintain the efficiency of his group by hiring and firing and locating each person in the job that worker can do best. This obligation in respect to personnel efficiency also involves seeing that his people follow established laws and procedures in their activities (while in the plant) and in assisting them in problems involving working conditions. He should maintain an equitable salary structure to insure that his workers are paid what they are worth.
3. To check and be responsible for all work being done under his direction; to give helpful suggestions and, on rare occasions, to demonstrate more desirable methods of operation.
4. To see that the necessary facilities are provided for each worker. (In this respect, costs must be nicely balanced against the value of the increased output which results from additional facilities. Long-time effects and the value of employee morale, however, make such evaluations difficult.)
5. To provide intelligent action; to fit decisions to individual cases—when such are not completely covered by procedures.

With the possible exception of the latter point, the work of a supervisor
(Continued to Page 29)



Wesley Robards is entitled to wear a "Dr." on the front of his name, but he generally leaves it off because he has found it makes other people self-conscious.

He is group leader in the data preparation group, missiles and control equipment division of North American Aviation in Los Angeles. He received his Ph. D. in physics and education from the University of Kansas in 1935. He is a man who knows what he is talking about, whether the subject is physics, electronics, education or "What and Why is a Supervisor?"

What's New!

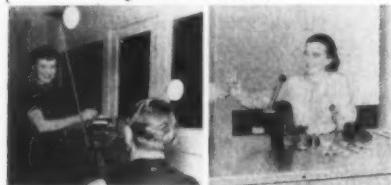
By Frank McMenamin

To answer a crying need MANAGE takes another step forward this month with this new department to acquaint you with what's new in products and publications. Actually this is a revival because a similar department existed in this magazine a couple of years ago.

Of course, material for this is easy to obtain because manufacturers love to supply publications with information and pictures of their new products, publications, catalogs and so on and MANAGE is happy to pass this data on to you.

For months this news accumulated and the boiling down has left us with a few choice items.

Here's Cooperative Effort



First to strike our fancy was the cooperative effort of the Polaroid Corporation, producer of the world famous Land camera, (that's the one that finishes the photo in a minute) and Anderson and Sons, Inc., etched metal products manufacturer for many years. What they hatched is the Anderson-Polaroid Badge-Master Kit, which enables the personnel folks to photograph and make identification badge in a couple of minutes. You may learn all about it by dropping an inquiry to Anderson and Sons Inc., Westfield, Mass., and please MENTION MANAGE!

For you brothers who have a sad looking bulletin board to carry your announcements of club doings and such, or perhaps no bulletin board at all, it is written that metal bulletin boards are again available. Manufacture of this item was halted temporarily, according to A. C. Davenport and Son, the company which makes the DAV-SON metal bulletin board. The description and photo gives the impression that these bulletin boards are sturdy. For more info just drop a card to A. C. Davenport and Son Inc., 311 N. Desplaines Street, Chicago 6, Illinois and please MENTION MANAGE!

Some Safety Stuff

Here are some safety products in which we are all interested.

United States Safety Service Company, 1215 McGee, Kansas City, has a new acid safety goggle named "Duo-Chem" which features a bright yellow vinyl frame, the American Standards Association color code for

acids, so you can identify it quickly as an acid goggle. It has a lot more handy and economical features which space limits our telling but if you just drop a line to the company, you can learn more about it. MENTION MANAGE!

By this time you think that this department is working for the postal service but we must keep this newsy (our advertising columns are open to the manufacturers who want us to give you more detail).

American Optical Company, Southbridge, Massachusetts, has developed plastic lenses, half the weight of their glass counterpart and extraordinarily resistant to breakage. Since these are said to be optically perfect it seems to us they should be economical for everyday wear and for athletes, too!

AO also announces its flyweight respirator hood, designed specifically for dust and paint spray protection is now being made with a replaceable plastic window. Now with the aid of seven snap fasteners the window can be easily and rapidly replaced. Should you buzz AO on this please MENTION MANAGE!

Something else again is the Allen San-Spray Station for cleaning and fogproofing glasses and goggles without scratching. This item is completely self-contained with compartments for dispenser, tissues and used tissues. For complete information write Allen Optical Co., 85 Allen Street, Buffalo 22, N. Y. and again—MENTION MANAGE!

Now you can give the workers



under your supervision a hand, that is, protection for the hands. The GS Safti-Mitt handpads, style 1201, designed by safety glove specialists are adjustable to any size and are made of heavy genuine horsehide. They are economical, too. You can get more information from General Scientific Equipment Company, 27th and Huntingdon Sts., Philadelphia 32, Pennsylvania. MENTION MANAGE!

New Literature On Parade

Briggs Manufacturing Company, Detroit, has announced a new 32-page consumer catalog featuring the entire Briggs line of fine vitreous china and porcelain enameled, formed steel plumbing fixtures. An appealing feature of the book is several suggested interior decorating schemes for the bathroom.

"How To Run A Metal Working Shaper" just published by South Bend Lathe is something for shop supervisors. It gives simple, easy to follow, steps and pictures on how to handle the many job setups used in shaper work. Might be just the thing for helping to break in a man or two in your shop. The book sells for a quarter at any South Bend distributor or you may obtain it from South Bend Lathe Works, South Bend 22, Indiana. Please MENTION MANAGE!

Engineers, designers and technicians have a chance to understand the new lead clad metals by obtaining a copy of a 22-page booklet called "The History and Development of Ferrolum Lead Clad Steel and Cupralum Lead Clad Copper". Just a note to Research Department, Knapp Mills Inc., 23-15 Borden Avenue, Long Island, City, N. Y... MENTION MANAGE!

This article is from the remarks of Ralph S. Damon, President of Trans World Airlines, at the Greater New York Area Conference for Foremen and other Management Men, March 22, sponsored by The National Association of Foremen. Mr. Damon has been in aviation over 30 years, beginning as an Army pilot in World War I. He has climbed up through the ranks of the aviation industry.

THIS is a time when the spotlight is indeed focused on management — and all that it signifies from the highest levels down. It is a time of supreme administrative concern, whether it be government or private business. So in talking with you about the subject, "the spotlight is on you," we might add a subtitle:

"Managers—are they here to stay?"

There are many reasons which could lead us to ask such a question. As a democracy we will have to learn how to manage our national house. The alternative is losing by default, then turning, in desperation, to some dictator. It doesn't matter whether that dictator is fascist or communist. The evils are severe and similar.

In the final analysis, therefore, the job is one of management. We must become efficient managers in national and world affairs as well as in our own shops and factories.

It is your responsibility—and mine—starting with the highest policy decisions. We cannot still our own voices and say "let Joe do it." We cannot, and we dare not, if we are to survive.

Great men of another day were concerned with the fundamental problems of personnel directions. Thomas Edison kept a quotation from Joshua Reynolds placarded on the walls of his laboratories:

"There is no expedient to which a

Ralph S. Damon



MANAGE May 1952

THE SPOTLIGHT IS ON YOU

man will not resort to avoid the real labor of thinking."

Unfortunately, this failing is so basically ingrained in human nature that we tend to be apathetic when it comes to doing anything about it. That, then, is a primary problem we as managers face—we must make ourselves aware of that failing in ourselves as well as in those who look to us for leadership.

In business as well as in government a great challenge lies in the fact that employees not only resist work but resist thought as well. There is a distinction because some work can be accomplished without intense thought. Surely, for example, a man does not have to hold a college degree to dig ditches or lay bricks—and I might add that members of both trades are doing quite well, financially, without a parchment scroll.

As leaders we must accept responsibility for breakdowns in our employees' will and ability to work. If managers cannot avoid such breakdowns, then their tenure is precarious, their existence up to question.

On the positive side, in justifying our existence as managers we must be sensitive to many, often intangible factors. Morale for one, is of the essence—a sometimes elusive quality to which management clubs should and must contribute heavily. By the same token we will have intelligent, effective employees only when we as supervisors educate them not only in their particular functions but the why's and wherefore's of their company's being.

What made that company great, and what must be done if it is to remain great and a good horse for them to ride? In the answers to questions such as these, the intelligent manager will find a practical inspiration both for himself and for those responsible to him.

No corporation has come into existence merely to nurture its workers towards a fat, content old age. Anyone who believes this—and, unfortunately, some do—should he get his foot on the bottom rung of the supervisory ladder, will not reach any more rungs.

The test of a leader has been defined by some who have made a study of this growing science of employee-management relations as not how good a manager is at bossing but how little bossing he *has* to do. The training of his men, the organization of their work, the leadership he shows—all become self-apparent under a successful leader who does not have to resort to bossing.

The job of a foreman is that of a leader. He does not order his men, but serves them. Management is leadership—words which should be synonymous, and interchangeable.

In Russia the opposite is true. The workers, to fit their own propaganda shoe back snugly on them, have nothing to lose but their chains. Management in the Soviet becomes tyranny; the worker is not served but—driven.

They whisper this story behind the Iron Curtain. It was the hour of the midnight secret police visits. The Soviet apartment house was fast asleep. Then the janitor began rapping heavily on every door.

"Don't be frightened, comrades," he shouted loudly as he knocked, "it's only a fire!"

Without fear, without compulsion, management down through the years has helped to create the blessings we take for granted in a democracy. Our own competitive system of free enterprise has made the world a better place in which to live.

The man, as one small example, who invented the automatic washing

(Continued to page 28)

Fry it in Butter



No matter how hard-crusted we are, we appreciate praise, even though we may acknowledge it, ever so faintly.

We are reminded of the story of the farmer's wife who, after many times of hard and painstaking work in preparing bountiful, healthful, and filling midday meals and nothing was ever said by the men folk about how they enjoyed them, one day fed them cattle fodder from the barn. They were flabbergasted and said she must be crazy. "No," she said, "I've never heard a word from you that would cause me to think you'd know the difference."

The farmer's wife was merely, at long last, giving vent to a very deep-seated and basic human trait. She wanted a small show of appreciation which we all want for our effort. Among the attributes of leadership possessed by men who have made their mark in business invariably will be found an understanding of this basic desire of people. Truly big men are gracious in the expression of appreciation for the acts of others. Little men, men who have the feeling of insecurity, are the ones who are blind to this very basic and fundamental device of good human relations.

So don't think people are unappreciative and feed them mental cattle fodder. Give them meat and fry it in butter, not bacon drippings. We don't mean that you must make your praise drippy, but make it meaty and solid, properly expressed at the right time.

Praise is a dynamic and accelerating force. Each of us when we look at ourselves in the mirror see our-

Charles A. McKeand

selves as we think or wish others to see us. Judicious praise with proper weighting for the possible errors, pointed up in a simple and helpful manner, makes us want to improve.

There is no denying the fact that self confidence can carry us to great heights. Every single person, who working under the direction of the readers of this article, can be lifted to doing greater work if the particular supervisor will water down his stiff shirt and become human.

It is absolutely necessary, in this day and time, for men of management to realize that the basic desires and aspirations of man must be recognized if our social and our economic life is to prevail.

This may seem to be high sounding and idealistic fodder for hard, two-fisted supervisors of people, faced as they are every day, with the necessity of "getting out the work" and the cussidness of people causing road blocks. The very road-blocks or obstructions, however, will be more easily removed or in fact prevented from forming if we understand how to work with people.

Some in management look upon workers as so many statistical units of production. They also look upon coal as necessary units of heat for power. Truly these are both meshed within the laws of supply and demand, lifeless machines and living men being "Factors of production." The real tragedy of it all is that laws of the market so often rule against human considerations. There is no "economic law" that can stand apart from human relations.

BASIC NEEDS OF JOE BLOW AND MARY DOOKES

Each of us must maintain a standard of human dignity which expresses itself in five basic needs or desires. They are self-respect. Respect for others, a chance to live, some assurance of security and a social life. Concentration on any one to the exclusion of others creates imbalance and we become unhappy. The fallacy of the "economic man" is proven in the above statement because we cannot live by the basic desire of survival only.

Mary and Joe may, and in all probability are ignorant of these basic de-

sires, but they must be taken into account when we work with them. Work that provides merely the means of a living is totally inadequate.

Work being the major part of a man's day and life, Mary and Joe are unhappy most of the day. It is this which leads them to seek compensation for drabness through aggressive action.

This explains the underlying factor of hostility to the employer and the work. Off the job escape from this drabness to compensate for unfed basic desires often leads to organization activities that will destroy not only our society but themselves.

SUPERVISORS MUST UNDERSTAND

Supervisors must understand the problem of working with people. The only way to get at the bottom of the matter is to understand these basic desires and how best to meet them at the place where the man works.

To begin with every supervisor must know himself, must understand what goes on within himself. When he does, and only when he is willing to admit that he really does understand, will he begin to have a glimmer into the problem he has in working with people.

The selection of the new employee, induction to the job, training, the day-to-day discussions of the work problems and the personality problems, both on and off the job, the beefs and the gripes, the merit appraisals and training for advancement all provide opportunity for the supervisor to know and work with the employee. What a wonderful series of opportunities to apply ingenuity and thoughtfulness in meeting the problems of people at the places where they work. If the supervisor understands these basic, motivating urges and needs of people and works within the scope of that knowledge, there is the opportunity not only to increase production or render a better service but to have the satisfaction of knowing that those who work under his direction are leading fuller, more useful and fruitful lives.

There are those in our midst who cunningly plan to destroy what we hold precious. Many in our workforce, who because of the drabness

(Continued to page 28)



MANAGEMENT'S PART IN PROSPERITY

I

MANAGEMENT is that group of workers who are hired by the stockholders to bring together the men, materials, and machinery needed to produce a product that the customer is willing and able to buy, and then see that the product is produced and sold. Management's primary moral responsibility is to be a good custodian and steward of the stockholders' savings that made the company possible—the same responsibility set forth by Christ in the Parable of the Talents.

But management also has a responsibility: 1. to the people who work for the company; 2. to the local and Federal governments; and 3. to the customers. It is the discharge of all these responsibilities that management makes its contribution to prosperity.

II

TODAY, management's chief problem consists of bringing into harmony the conflicting demands of the four different groups of people to which it owes responsibility: labor, stockholders, government officials, and customers.

Labor wants more customers' dollars.

Stockholders want more customers' dollars.

Government wants more customer dollars *and more controls*.

Customers want to give up *fewer* dollars.

It frequently requires the patience of a saint and the wisdom of a Solomon to make these pieces fit together.

To make matters still more difficult, management has at its disposal no power except *the power of persuasion*.

Management cannot *force* anybody to do anything.

Unless employees are *willing to work*, they *won't work* and nothing will be produced.

Unless stockholders are *willing to finance* the company, it *won't be financed* and the company disappears.

Unless the government *gets what it demands*, the company will be taken over.

But, unless the customers are willing and able to buy, there is no payroll and no jobs.

III

MANAGEMENT's part in prosperity, therefore, boils down to the problem of *persuading labor, government, and stockholders to allow management to do the things that will keep the customers buying*.

In solving this problem, management is handicapped by the fact that most of the people whom they must persuade cannot see the over-all picture and need for a balanced consideration of all claims against the customer's dollar.

The customer, of course, is completely unsympathetic and ruthless: if he doesn't like the price and quality of what is offered, he simply turns his back and the plant shuts down.

This truth is generally understood by stockholders, and in most cases they have cooperated with management and even accepted reductions in the real value of their dividends.

(Since 1940 corporation payrolls are up 242%, taxes 824%, dividends only 132%.)

The essence of management's problem, therefore, is to educate the two remaining "anti-customer" groups, labor and government, on the stern necessity of keeping payroll and taxes at a level that permits the production of goods that will continue to attract the customer.

The people who would like to see a tragic depression overtake America are hopeful that this educational job is so big that it can never be done.

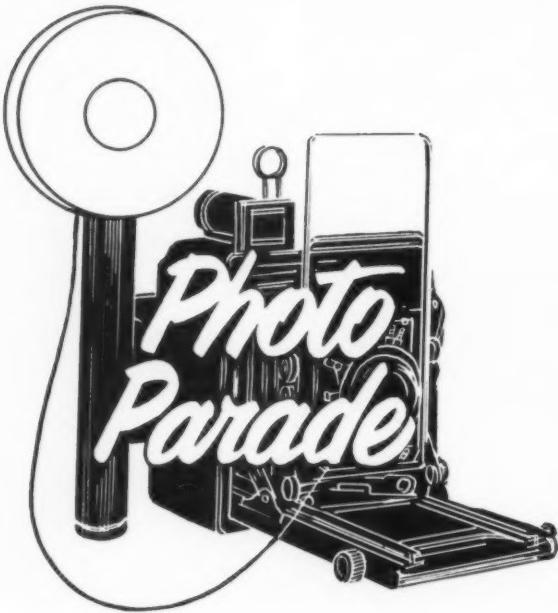
Only time will tell the answer.



"BETTER AMERICA" series
of illustrated editorials
presented as a public service by
MANAGE Magazine

© 1952

Fifth in Series of 12 for '52. Reprint Permission on Request.



LEARNING HOW TO VOTE—The Nashville Avco Management Club, Nashville, Tenn., is determined that all its members shall vote in local and national elections. A real voting machine was exhibited at the April meeting of the club and members were instructed in its uses. Left to right above are Burt Marshall, 1st Vice President; Dan Slayden, Sergeant-at-arms, and Jack Irby, President, and NAF Director.



WHAT'S IN A BLUEPRINT?—panel discussion "print" before a recent meeting at Douglas Aircraft Co.'s plant in Monica, Calif. Left to right: C. Reg, strength engineer; W. J. Oswald, aerodynamics group chief; W. L. Seeler, director, and C. C. Wood, preliminary design group. All the Douglas Aircraft engineering division.



SOUTHERN BARBECUE ON T.O.F.—One of the activities of the Ethyl Management Club, Baton Rouge, is active participation in the annual livestock show. Above is M. H. Farix, club president, with his 1,014-pound Black Angus calf he bought at the 4-H Club's annual show. Cornell Spurgeon, right, a 4-H clubber, The Annual Showman for the Ethyl Management Club's summer barbecue. Both are Ethyl management men.



PRINT?—panel discussed "Back of the Blue Meeting a Douglas Management Club, Santa C. Reg, strength group chief; Dr. W. B. B. chief; border, administrative engineer, and design group. All the men are members of the ing division.



ME ON TDF—One of the civic projects of the Baton Rouge is active support of the annual LSU A. H. Marix, club program chairman, with a calf the bought at 43½ cents per pound from 4-H clubber. The Angus will provide the basis Club's summer barbecue for about 600



SUNBURN TIME AGAIN—The Tartan Suntan Lotion Company shipped us this publicity photo (packed in dry ice). It is a pleasant reminder that cooking the human body isn't too good an idea, particularly if it's your own and even if you do lean toward cannibalism. So watch those sunrays this summer.



CONVAIR'S CHECK FOR \$10,136.00—M. E. (Doc) Caraway, center, NAF Vice President from Consolidated Vultee Aircraft (Convair) Management Club, Fort Worth, Texas, presents Ray A. Arduser, NAF President, with a membership dues check from his club—the largest NAF industrial affiliate—for \$10,136.00. (That represents annual dues of 2,534 members.) Jim Bathurst, NAF Executive Vice President, at right.

HAVE we mentioned before that hunting and fishing is big business? Why shore! And guess we'll keep on hollering about it. Since Huck Finn and Tom Sawyer played "hookey" from school to go a-catfishin' in the old Mississippi, we all kind of feel guilty when we head for the outdoors—playing "hookey" from the job, from the string of chores friend wife has lined up for the week-end. And I've even heard the rumor that once a sportsman played "hookey" from Sunday AM church.

We're in a goodly company, however. Al Day, director of the U. S. Fish and Wildlife Service comes up with some more figures to prove it. Hunting licenses for the year ending June 30, 1951. There were 12,660,993 sold that year. Michigan topped the list with over a million, then followed Pennsylvania, New York, Ohio and Illinois. Little Rhode Island was at the bottom with but 11,141. Minnesota usually well up among the big ten dropped way down this year. You'll remember Minnesota had a closed season on deer during the fall of 1950, which explains it. Except for that fact, also, license sales would have been at an all time record.

And us hunters paid out \$37 million dollars just for the licenses.



ADVISORY BOARD FOR MIGRATORY BIRDS

There was a lot of good talk and discussion at the recent annual North American Wildlife Conference held in Miami about waterfowl problems and the make-up of the waterfowl advisory committee. Migratory waterfowl come under federal jurisdiction, as the birds themselves are sure-nuff internationalists and we have to deal with other governments in getting a sound working program to preserve our duck and goose shooting. The Fish and Wildlife Services carries the ball for the U. S.

For some time there's been a Waterfowl Advisory Committee made up of representatives of national organizations interested in waterfowl problems as well as the conservation departments of the various states. Now four flyway organizations have been set up and they are asking that two representatives of each be made



By Joe Penfold

members to the proposed remodeled advisory committee.

The Secretary of Interior has the final say as to the make up of the committee, and he will make the appointments, though it is understood that nominees from the various groups will be selected, provided such appointments would be in the best interests of all concerned. The committee is quasi-official but is strictly advisory and has no authority for final decisions.

Duck hunters will be watching this one closely.



OF COURSE YOU PAY FOR IT ALL

Through your purchase of duck stamps you pay for all the federal government does in connection with waterfowl. Over the past 17 years you've kicked in over \$27 millions. If you're interested and you should be, write to the Information Division, U. S. Fish and Wildlife Service, Washington, D. C. and they'll send you a copy of a report which shows what you've gotten for your money.



PENDE OREILLE AND THE BIG TROUT

Remember back in 1946 when the Kamloops trout began to make headlines, smashing rainbow trout records right and left and raising hob with the big fish contests? Record stands at 37 pounds which is no mean trout, brother. 1947 was pretty good, and more and more folks from all over America headed west to the panhandle of Idaho and Lake Pend Oreille to try for the big fellows. There were a lot of disappointed fishermen in 1948-49 and '50. What had happened, where were the Kamloops, the tackle busters. Well they're back, 1951 was a good year. The figures are for Pend Oreille that 60,200

fishermen fished 331,000 hours and caught 829,000 Kamloops, other trout and Kokanee salmon. The resident fishermen did a bit better than the non-resident, catching 3 fish per hour. The out-of-stater didn't do too badly though with 2 fish per hour. And there were plenty of big ones, though no record was broken.

Here's the pitch on it according to the Idaho Game and Fish Department. The Kamloops (he's a variety of rainbow trout) grows at a moderate rate until he's about a three-year-old, when he may weigh from 3 to 5 pounds. Then he's big enough to start feeding on the Kokanee salmon, and begins to put on weight at the rate of 6 to 8 pounds per year!

Idaho made its first plantings in 1942 and a smaller one in 1943. Those were the tackle busters caught in 1946 and 1947. No more eggs were available from Canada so there were no more plantings until about 1947 when the Idaho department had developed its own hatchery operation. Now the plantings can be expected to increase with reports of close to a million fertile eggs being taken in the spring of 1952. So, if you've been thinking about Pend Oreille and a chance at the big boy of the rainbow family—well it's still a good thought.

And speaking of Pend Oreille, the Navy wanted to conduct some experiments in the lake. Conditions there were ideal, a big body of water, as deep as 1000 feet, absence of big waves and under water currents—better than the ocean or the Great Lakes. But, the experiments involved the shooting off of some big charges of explosives—testing hull types or something of the sort.

Someone got all stirred up, and first thing there was a mighty clamor that all the fish in the lake would be killed. From what we hear there wouldn't have been much damage to fish life, and the Navy was prepared to make good any loss. But the pressure got too hot, and the project has been dropped. Maybe sportsmen were a bit off base, and essential defense research has been set back. It's usually a pretty good idea to get the facts first before squawking.



POLLUTION AND FISH

Expect some of you outdoorsmen attended the Milwaukee sports show.

Those fellows went to pretty extreme lengths to keep the fish alive in the fishing tank. Filters to take the chlorine out of the water, ice made from chlorine-free water to keep the temperature at 50 degrees. They found fish bite better under darkened conditions, and they found that the fish-lure chemicals really work, and barred their use. So we guess there is pollution and pollution.



LAST CHANCE FOR THE KEY DEER

The diminutive and delightful little Key Deer of the Florida Keys is just about extinct. At the rate it is losing ground to highways and automobiles it will soon be but a memory. Congressman Lantaff of Florida has a bill in the House of Representatives, HR-2897, which would authorize setting up a moderate size sanctuary so this tiny little fellow can be protected and perpetuated. Looks like our last chance to keep him. We hope sportsmen back that bill.

COME ON YOU FISHERMEN

This page is yours, but we aren't getting from you the pictures and reports, gripes and brags we need to really make it your page. By the time you're reading this, most fishing seasons will be open, vacation time will be with us, you'll be getting out to your favorite stream and lake. Write us about it. Just as an inducement for the next couple of months, we'll offer three top casting lures or a dozen trout flies for every picture you send in we can use. Of course, we'll want a few choice words along with it. Is it a deal? The address again—970 Forest St., Denver 20, Colorado.



Trout seasons already open or about to open country-wide. And here's a stretch that looks mighty good in retrospect and anticipation.

HOW KEY MEN UNLOCK MACHINING PROBLEMS

#2 OF A SERIES



TO HELP YOU GET MORE WORK FROM FEWER CARBIDE TOOLS

Today's production may bring you new problems, including:

- An entirely different type of work requiring appropriate carbide tooling techniques.
- Converting some or all of your facilities to carbide tooling.
- Training new personnel in the use and maintenance of carbide tooling.
- Or, you may have been using carbide tooling for years, but are now faced with short tool supplies, increasing production schedules, and limited skilled personnel.

In any of these situations your nearest Kennametal field engineer can help you reduce guesswork and experimenting, save wasted time and materials, and gain greater productivity.

Every day Kennametal field engineers encounter, and help solve, scores of carbide machining jobs. They know their Kennametal from the ground floor up — know the performance of various compositions and tool designs for cutting different metals, on practically every type of operation.

Your Kennametal representative is ready to bring you this collective experience — the greatest accumulation of "know-how" that is available through any one source. Ask him for suggestions that will ease the strain on materials, machines, and men in your shop. Call our nearest field office — see list below.



KENNAMETAL Inc., Latrobe, Pa.

MANUFACTURERS OF SUPERIOR CEMENTED CARBIDES
AND CUTTING TOOLS THAT INCREASE PRODUCTIVITY

District Offices or Representatives

ATLANTA —1345 Westwood Ave., S.W. BUFFALO —2171 Bailey Avenue CHICAGO —40 W. 26th Street CINCINNATI —2162 Gilbert Avenue CLEVELAND —2442 Prospect Avenue DALLAS —1905 S. Harwood Street	DENVER —1229 California Street DETROIT —5331 Woodward Avenue Erie —2706 Court Avenue HAMILTON —112 Portwood Street INDIANAPOLIS —143 N. Meridian Street KANSAS CITY —P.O. Box 108	LOS ANGELES —3715 Santa Fe Avenue MILWAUKEE —744 N. Fourth Street MINNEAPOLIS —Third St. & Second Ave., S. PHILADELPHIA —3701 N. Broad Street PITTSBURGH —600 Grant Street SAN FRANCISCO —101 Beverly Street	SEATTLE TERRITORY —3432 Airport Way at Spokane St. SPOKANE TERRITORY —Box 4062 Stollies B SPRINGFIELD —1527 Main Street ST. LOUIS —4005 Olive Street SYRACUSE —414 Wendell Terrace TULSA —Denial Building
--	--	---	--

Management on Review

Pittsburgh Conducts 3rd Annual Conference

Pittsburgh, Pa.—"Industry's greatest untapped asset is the difference between what our workers do—and—what they could do if they wanted to," was B. A. Hodapp's opening remark to the 500 management men attending the Third Annual Industrial Management Conference at Pittsburgh's Hotel William Penn on March 13.

Speaking on the Conference theme of "Developing the Will to Work," Hodapp stated: "We believe that men will put forth their greatest efforts when they have a feeling that by their own efforts, something worthwhile has been achieved."

The Conference was sponsored by the Western Pennsylvania Affiliated Clubs of the NAF in conjunction with the Robert Morris School of Pittsburgh.

Chairman Clayton D. Kuester presented Dr. James E. Bathurst of the NAF, who extended a welcome from the "world's largest association of management men." The Hon. John P. Egan, Judge of Common Pleas Court, Pittsburgh and Allegheny County, extended a welcome on behalf of the co-sponsoring Robert Morris School. He humorously pleaded with foremen not to fire the shop grievance men, since the ultimate decision of his in such labor-management disputes couldn't be satisfactory to both.



A GENERAL VIEW of the 500 delegates to the 3rd annual Industrial Management Conference in Pittsburgh, sponsored by the Western Pennsylvania Affiliated NAF Clubs and the Robert Morris School.

Moderating the affair was done by a former NAF President, Frank J. Schaeffer, assistant director of industrial relations, National Tube division, who introduced B. A. Hodapp, president, Peerless Saw Company,

Columbus, O., a four-term NAF President, and a panel of Pittsburgh industrialists.

R. Conrad Cooper, Vice-President Industrial Engineering, U. S. Steel Company, a spokesman in the recent WSB hearings in New York, speaking on the theme from the Industrial Engineering viewpoint, stated: "The heavy demands for production, the shortages of manpower, materials and equipment, the burden of taxation, and the decreased purchasing power of the dollar make it exceedingly important to bring about capacity operations of existing equipment, maximum conservation of available materials and the highest sustainable level of employee performance."

A former NAF Director, Fred H. Ruff, currently Assistant Secretary and Treasurer, Kerotest Company, spoke as a panel member from the Accounting Profession and his preliminary assertion was: "We are attempting to provide for our population from the cradle to the grave. "We are whittling away, one by one, the initiatives for men to work for the very security he requires for himself and loved ones."

Also appearing on the panel was T. O. Armstrong, plant labor relations director, Westinghouse Electric Corporation, now serving his second term as president of the Western Pennsylvania Safety Council. Armstrong speaking from the Industrial Relations viewpoint said: "Modern thinking is placing a limit on man's life to produce. With the beginning of a working life as late as possible, producing as little as possible, and retiring as early as possible, the general tendency is to weaken the will to work."

Moderator Schaeffer kept F. W. Bremmer, vice president in charge of manufacturing, National Supply Company, as the summary panel speaker. Bremmer reviewed the remarks made attributing blame for the drought in American leadership to education, government and modern thinking. He spoke of the security Americans have in our free enterprise system and called for a more sincere adherence to the principles which have made America great. With apparent pride, he spoke of the part the NAF has played in the development of the foremen and supervisors of the Ambridge and Etna Plants of his company, as examples of how the proper philosophy of unity in management can assure greater success in management and in the related fields of industrial engineering, industrial relations; accounting and production.

The three-and-one-half-hour Conference was called to order as Rev. Joseph R. Kletzel, Dean of Pittsburgh's Duquesne University, delivered the invocation. President Charles F. Cook of the Affiliated Clubs, and NAF Vice President W. G. White were introduced from the speaker's table.

John C. Smith.



HEADS PAA CLUB—Robert S. Bush, meteorologist for the Latin American Division of Pan American World Airways, is the new President of the PAA Management Club. Along with the other officers, he was elected at the April meeting.

Oregon Management

Portland, Ore.—The Greater Portland Management Club heard Don L. Davis, president of the Gadget-of-the-Month Club, Inc., at its April meeting. The speaker lauded the "backyard" inventor of America, who annually turns thousands of "crackpot" ideas into products of great value to humanity. He claims that 80 per cent of the useful inventions of the U. S. are thought up by the so-called backyard inventors.

Davis urged the audience to put their pet ideas for gadgets down on paper and to try to do something with them. He said it was a mighty crazy idea to pour hot chocolate over cold ice cream to make hot-fudge sundaes, but the idea has already been worth about \$7,500,000.00.

Dudley Young

60-Minute Radio Talk

Manitowoc, Wis.—Glen Massman, Executive Secretary of the Foreman's Club of Dayton, O., had his entire talk before the Manitowoc Shipbuilding Company Management Club, March 24, broadcast over radio station WOMT, Manitowoc. The address was tape-recorded at the meeting and played back over the air on March 26. The program lasted an hour.

MANAGE May 1952



FIRST-PLACE WINNERS—NORTH AMERICAN TEAM. Left to right: L. H. Young, K. L. Smith, E. K. Trenschel, W. H. (Bill) Meek, Lockheed (NAF Director) presenting the Zone Trophy, J. R. Smith, and R. M. Jones.



SECOND-PLACE WINNERS—Grayson Control Team. Left to right: Paul Hillman, Frank Miller, Ernie Moore, Lockheed — (Bowling Co-Chairman) presenting the second-place Trophies, Harry Ryman, George Anderson, and Jack Taylor.



Photo at Left: W. "Bob" Hays (left), Lockheed, receiving High Scratch Series Trophy from Jack Stoval, Lockheed, (Zone A Bowling Chairman).



Photo at Right: Ernie Moore (left), Lockheed (Co-Chairman Bowling Zone A), presenting High Scratch Trophy to Walter Snyder, Lockheed.

Management Men's Bowling Tourney in California

BY JOHN A. BRASH

Lockheed Management Club
Burbank, California

Hollywood, California—The NAF "Zone A" ABC-sanctioned bowling tournament, sponsored by the Lockheed Management Club, was held at the Sunset Bowling Alleys, Hollywood, March 3. Sixteen clubs participated, sending as many as 20 teams each.

One of the North American teams, composed of L. H. Young, K. L. Smith, E. K. Trenschel, J. R. Smith and R. M. Jones, won first-place money and trophies, thereby relieving the Lockheed Management Club of the perpetual Zone A trophy.

One of the Grayson Control teams, composed of Paul Hillman, Frank Miller, Harry Ryman, George Anderson and Jack Taylor, won second-place money and trophies, while the next seven high teams won cash prizes only. Individual scratch prizes were won by Walter Snyder of Lockheed, high game, and Bob Hays, also of Lockheed, high series, while Charles Bogenreif of Grayson Controls won high handicap game prize, and Norm Bruffy of Virtue Brothers won high handicap series.

Special prizes of Lockheed cigarette lighters were won by each member of three San Diego teams.

Bush,
an Divi-
ways, is
Manag-
officers,
3.

Portland
Davis,
Club,
speaker
America,
Jackpot,
humanit-
useful
up by

at their
and to
said it
choco-
t-fudge
y been

Young

io

Executive
club
fore the
manag-
er radio
address
played
the pro-

1952



THE MAN WHO SPLIT THE WORLD...

THE LIFE OF KARL MARX—THE FATHER OF COMMUNISM

by Fred G. Clark and
Richard Stanton Rimanoczy

(Fifth of Twelve Installments)

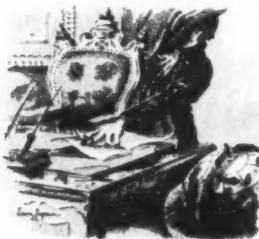
UNDER Editor Marx's guiding hand the RHENISH GAZETTE stayed out of trouble with the government censor for about 60 days.

Then an occurrence aroused Marx's suppressed atheism.

Someone had stolen a document from the Ministry in Berlin and brought it to the GAZETTE.

This document indicated that the King might give the Church "oppressive" jurisdiction over divorces.

With no proof whatever, Marx published a scathing "expose."



This case of unsubstantiated confidential information was the straw that broke the censor's back: at the next meeting of the Cabinet the matter was laid before His Majesty, who decided it was time to put an end to the publication, which he colorfully described as the "Whore on the Rhine."

So our "crusading editor" was forced to seek a way to salvage something from the wreckage of his brief career in journalism.



His best bet was to dramatize himself as a martyr to liberalism, but because of his caution in not signing his articles, very few people even

knew the name of the editor of the suppressed GAZETTE.

Knowing that he must act quickly, Marx wrote his own journalistic obituary and cast around for someone to give it wide publicity.

While the public sympathy for the suppressed paper was still at its height, he was able to get the MANHEIM EVENING GAZETTE to publish his story under someone else's signature.

Needless to say, Karl, in presenting himself to the public, was not sparing of his praise of the "martyred editor."



This deception enabled Marx to conceal the real reason for the suppression of the GAZETTE.

The public, instead of learning the truth, was left with the impression the reason lay in Marx's extraordinary democratic integrity.

Thus, for the first time in his life, Marx was able to achieve some stature as a public figure, and because nobody took the trouble to learn and publish the truth, this "martyr" legend persisted for more than 100 years.



Marx now became a socialist, supposedly because of his new-born hatred of the rich owners of the defunct GAZETTE, who had "failed" him.

So effective was the publicity campaign on Marx's "martyrdom" that an influential man named Dr. Arnold Ruge agreed to start a new periodical and make Marx co-editor. One item that was to cause trouble later was that Ruge did not know Marx had become a socialist.



While the publishing arrangements were being worked out, Marx realized one of his fondest dreams: he married the beautiful, aristocratic Jenny von Westphalen.

Credit for this victory over the bitter opposition of her family went to Jenny, not Karl; and it was Jenny who arranged for the newlyweds to be her mother's "house guests" during the five months that elapsed before the new publication was ready to put Karl on its payroll.



It was decided that the new "liberal" periodical should be published in Paris and advertised as an "intellectual alliance between the German and the French."

The Ruges had gone on to Paris and had arranged for a house to be shared by the two families.

This living arrangement was not pleasing to Marx, but it was a necessary step to reduce their living costs.

So in November, 1843, Karl and Jenny Marx set out for Paris.

(To be continued next month)

Columbus Management Men Hear Educational Program

Can management men of most of the industries of a major city like Columbus, O., be brought together to discuss mutual problems, to hear a common-interest educational program and to talk with representatives of all segments of the management team?

Two top executives outside of Columbus said they doubted if it could be done without a lot of trouble and expense . . . and then the results would not be as anticipated.

But . . . foremen's clubs, supervisors clubs and management clubs of eight industries of Columbus, recently played host to the membership of the Foremen's Club of Columbus. The meeting drew together 300 representatives of all segments of the management staffs of seventy-eight businesses and industries in the area.

Robert M. Rex, President of Columbus Bolt & Forging Company, was the principal speaker, and he praised the NAF for making possible such opportunities for members of the management profession.

"You can be assured," declared Rex, "that the NAF is contributing immeasurably to the welfare and security of this nation, as well as to the destiny of many other nations around the globe. . . . Not so many years ago, the foreman or supervisor was not prominently thought of as an integral part of this (the management team) picture. Yes, his ability was recognized, hence the title, but he was, as a rule, not sufficiently informed and qualified to be considered a manager. Coming upon the heels of mass production and large industrial operations, was the realization that the skillful handling of capital, labor, materials, tools, and ideas was becoming more complicated and that authority and responsibility must be delegated over a broader base. The search for competent management men began. . . . The program offered by the NAF fit into the picture beautifully."

Groups from each of the eight NAF "shop clubs" put on ten-minute skits designed to solve a management problem common to all management men. The participating industrial affiliate NAF clubs were the Columbus Auto Parts Supervisory Club, Columbus Bolt & Forging Management Club, Federal Glass Co. 7-Pt. Association, Foremen's Club of Ranco, Inc., Kilgore Foremen's Club, Kroger Supervisory Club, National Electric Coil (Necco) Foremen's Club, and the North American Aviation Management Club.



ROBERT REX, President of CBF Co., urges that management take advantage of the opportunities offered by the NAF for self-betterment.



FRUGAL MACDOUGALL, left, and J. P. Nolan, both of North American Aviation, cooperate with R. O. Knight, President of the Foremen's Club of Columbus, in a ceremony.



THESE KROGER SUPERVISORS put on a skit showing the terrible trouble resulting from a poor first aid department in an industrial plant.

y camp-
n" that
Dr. Arn-
a new
-editor.
trouble
t know

ements
x real-
ms: he
ococratic

bitter
ent to
Jenny
serves to
"dura-
lapsed
n was
oll.

beral"
ed in
"intel-
German

s and
to be
un-
pleasant
ts.
Jenny



LENAWEE COUNTY MANAGEMENT CLUB OFFICERS—Responsible for tripling the membership in less than a year, the Lenawee County (Michigan) Management Club officials were honored at a recent "Ladies Night" program. Left to right are John Kelly, Harley Watson, William Hughes (Treasurer), Henry Faulhaber (Secretary), Wilbur Willnow (President), Raymond Olsen, Clifford Webster, Paul Manders, James Collier, Ellis Bailey (Vice President), and Harold Bournes. The officers represent eight different industries.



PACIFIC-WESTERN OFFICERS—These officers of the Pacific-Western Management Club (Los Angeles) have been installed for the coming year. Left to right are M. MacDonald, Treasurer; E. Burrows, Secretary; D. Arms, Vice President; C. Webb, President, and Vern Pope, Director.

Syracuse Conference

Syracuse, N. Y.—National interest was focused on the lower tiers of management here, March 1, as more than 350 line supervisors attended the Central New York area's first regional conference on effective management. It was authoritatively described as one of the outstanding conferences for foremen ever held in the country.

With registrants present from principal upstate New York cities, including Buffalo, the conference was sponsored by the Syracuse Management Club, an affiliate of the NAF; The Manufacturers Association of Syracuse Factory Management Council and the Manufacturers Association of Syracuse.

In addition to reviewing through smaller discussion groups, the most recent advances in the five "M's" of management—materials, machines, manpower, methods and money—the conference also brought into sharp focus some of the responsibilities facing all management.

Dr. Alfred P. Haake, of Oak Ridge, Ill., public relations consultant of General Motors Corp., cited the world-important stakes

in American production and know-how as the world looks to the U. S. for leadership. He pointed out that America's ability to produce under the present difficult situation and to keep the nation's economy strong is vital to the future of all freedom. American industrial management has a BIG responsibility in keeping that economy strong and productive, he said.

Frank Irelan, general manager of Delco products, GMC, at Dayton, himself a former foreman and backer of the NAF, keyed the conference by raising the challenge of the need for more positive interest by foremen and management in government.

"We must establish justice within industry the same as we expect to have justice in government," he commented in referring to the weakening results in corruption in government.

Cooperation of Syracuse University Engineering College and other local educational and business organizations contributed to the success of the conference, which may be held regularly in the future. William C. DeHaven, of the Carrier Corp., Syracuse, was general chairman of the arrangements committee. DeHaven is a NAF Vice President.

SPEEDWAY SUPERVISION . . . (Continued from Page 9)

Look what happened in 1950. There was Ed Walsh bustling around with J. C. Agajanian to help Walt Faulkner get away before the six p. m. deadline on the opening day of the qualifications trials. And they congratulated Ed, too, when Walt had taken one of the Walsh cars off the pole with his new record trial run. There was Charlie Pritchard lending front wheels to Aggie . . . and it appeared Faulkner made his fast run on a couple of Pritchard's front tires.

Murrell Belanger loaned Lou Rassey a couple rear wheels so Lou's car could take a whirl. There was Belanger supplying Lou Moore a clutch for Lee Wallard's car. Sam Hanks was driving five or six different cars in one afternoon, trying to baby them into getting up to the qualifying speed.

Entries for the Memorial Day classic are accepted between January 1 and April 15 when approximately sixty applications are processed and garages assigned. The men who enter racing cars, in many instances, are like those who enter yachts in the sailing classics and those who enter their own thoroughbreds in the Kentucky Derby, or in any of the sporting events where sponsors of means are essential. But there is—and always will be—the little fellow who has all his life-savings invested in a car that he is sure can win the race . . . and maybe he does win it! They call them "Cinderellas" and they thrive on the knowledge that such dreams as theirs actually do come true.

The "City of Glendale" car entry was a typical example of the ingenuity of the young man of the 1950s. Fellows like Joe Masters, Dick Rathman, and A. J. Watson struggled with small capital. Indianapolis Mayor George Wickman and pro-tem Mayor George Campbell came to the boys' assistance. Other people like Joe Horelli payed the kids' entry fee, and Tony McLain chipped in, too.

Stories connected with each running of the Memorial Day Speedway race are our American system of free enterprise personified. The same qualities are in these men who make automobile racing great, that spark other men to make American manu-

facturing, utility and transportation businesses the greatest of all time.

The big crowd in the stands, the picnic parties in the infield, the roar of powerful engines, the peanut and popcorn concessions, the thrill of the game . . . all, the salt of the earth.

WITTENBERG . . .

(Continued from Page 10)

the threats which now endanger its existence.

6. To provide a setting in which supervisory personnel from various plants can exchange ideas and share problems.

7. To enhance the prestige of the supervisory position.

The participating Springfield companies and the supervisors, as well as the college, are pleased with the way the projects have gone over.

The majority of the students have come from plants right in Springfield, although many have enrolled from industries in Columbus and Cleveland—and one man came in from an Omaha, Nebraska, construction company.

The largest single participating firm has been International Harvester Company. Some of the other "big names" on the roster are Crowell-Collier Publishing Company, The Oliver Corporation, Robbins & Myers, Bauer Bros., Ohio Steel Foundry, and Steel Products Engineering Co.

The business executive program is just beginning. Under the direction of Dr. Daniel T. Krauss, head of Wittenberg's department of business administration, the first group of students has completed one-half of the first phase of its curriculum, which was a 16-week study of "Introduction to Business."

Against an honest return and legitimate profits there can be no valid protest. We have yet to find an equal spur to initiative. —Samuel Gompers

Oh, yes . . . there are no examinations connected with this educational program. Students take huge piles of notes on the lectures, however.

Wittenberg has again proved right the man who first coined the saying, "You're never too old to learn." They have altered it by proving, too, that "You're never too old, too smart, too educated, or too important to learn how to become a better member of the American management team."

Springfield Oliver

Springfield, O.—William J. (Bill) Fisher, vice president and director of the Oliver Corporation, York, Pa., addressed the Oliver Management Club here on April 17. He recalled that his first job in industry was in 1902, as an apprentice machinist at \$2 per (60-hour) week. He later became plant superintendent of the A. B. Farquhar Corp., York, and was first president of the York Foremen's Club. (As president of the Farquhar Corp., he joined the executive staff of the Oliver Corp. on January 1, 1952, when Farquhar became a part of Oliver.)

"The principal rule to practice in management is 'fair dealing' with your men," urged Fisher. "Second, I would place 'respecting the other fellow's rights,' and when a man asks you a question—any question—give him a proper answer."

The Oliver official commented that there are no more so-called "big shots" in American industry, because good executives know that in any management job "you're helping somebody and somebody is helping you."

•Woodchoppers"

Chicago—"Some foremen are so busy chopping wood, they can't stop to sharpen the axe." This was a conference punch-line which appealed to the nine members of the Olson Rug Company Supervisor's Club who attended a ten-week session in foremen's training at the Duncan YMCA in Chicago. Vern Swanson, long-active in Chicago supervisory training circles, was in charge of the course.

The new officers for the Olson Supervisor's Club are Harold Dohra, President; Bob Swenson, Vice President; Danny Leonard, Secretary; Mitcheal Katnik, Treasurer, and Al Govin, Sergeant-at-arms.

Mitcheal Katnik



GEORGE GORMAN, Spang-Chalfant Supervisors' Association, tells members at the March meeting of "Inflation and Its Effect Upon All of Us." He was assisted on a panel of Joe Becek, H. Buchholz, and E. G. Unrath.

Club Hears Veeck

East St. Louis, Ill.—The Aluminum Ore Foremen's Club heard Bill Veeck, owner of the St. Louis Browns, at its April meeting. He predicted that his club would not wind up lower than fifth, nor higher than third in this year's pennant race.

The club presented Veeck with a pseudo-American League pennant at the conclusion of his talk, and guests at the meeting were members of the Aluminum Ore Company's supervisory staff who are not members of the Aluminum Ore Foremen's Club.

R. J. Scharbert



USP FOREMEN AND SUPERVISORS HEAR COMPANY PRESIDENT—W. C. Dean, president of Union Steel Products Company, Albion, Mich., addressed his company's NAF club in March. Above, Dean uses a graph to illustrate a point he made in reporting on company progress in past years and plans for the years ahead.

Wisconsin Valley Supervisors Council

Wausau, Wis.—H. A. Skinner, general superintendent of the Marathon Corp., Rothschild, Wis., was named first president of the Wisconsin Valley Supervisors Council, which received its charter at a dinner meeting in Wausau on April 15. With 144 charter members, the club is the largest in the state to become affiliated with The National Association of Foremen.

M. S. Dailey, of Manitowoc, an NAF Director, was the principal speaker, and Frank Kracha, NAF Director from Two Rivers, Wis., also officiated.

Other Wisconsin Valley club officers are: Robert Eggebrecht, 1st Vice President; W. H. Schulenberg, 2nd Vice President; Edward T. Black, Secretary, and James Greene, Treasurer. Named to the Board of Control were W. A. Marks, Melvin Hammond, Norman Dettmering, Melvin E. Arnette, Bert Weinkauf and Gilbert Schreiber.

"Human relations," said Dailey in his talk, "is one of the biggest problems of today."

The NAF Director told the group that the only original contribution the U. S. has made, which will be mentioned in world history, is mass production.

"No nation under the sun, which uses American farm implements, is hungry today," Dailey pointed out, adding, however, that industry has grown until the art of living has lost pace with the standard of living."

If you wish to please people, you must begin by understanding them.

—Charles Reade

St. Louis Seminar

East St. Louis, Ill.—Eighty-seven delegates attended the first NAF seminar conducted here by the East Side NAF Council, March 17-19. Top officials of the three sponsoring companies were on hand to personally welcome the delegates. The executives were John N. Marshall, president of the Granite City Steel Company; Don Tilson, works manager of the Aluminum Ore Company, and Lloyd Farquhar, works manager of the East St. Louis works of the American Steel Foundries.

On the second day of the seminar, William Levy, NAF General Manager and Director of Education, acted as moderator on a panel made up of Ernest Boyd, assistant personnel director, Monsanto Chemical Co.; Art Giertsen, director of industrial relations, Olin Industries, and John Hundley, industrial relations and personnel director of the Granite City Steel Company.

The East Side Area Council's objectives in holding the seminar were (1) to train management men, and (2) to bring the NAF training directly to the East St. Louis NAF members.

Richard E. Edwards.

FRY IT WITH BUTTER . . .

(Continued from Page 16)

of a one-sided life, will follow these planners. They are easily made converts to aggressive movements for various Utopian schemes.

The very future of our country

might therefore rest in the hands of the men of management in our many factories, warehouses and other places of business. The understanding and cooperative supervisor can help not only lift the service or production of his group to new heights, but he can also lift the yoke of frustration, unhappiness and the feeling of futility that grips so many while they go through the motions of doing their daily job.

Men of management, master the knack of being human!

THE SPOTLIGHT IS ON YOU . . .

(Continued from Page 15)

machine freed more slaves than Abraham Lincoln.

You can extend the list through almost endless instances. How disarranged our present American civilization would be without the automobile. And the mass production of this vehicle, putting it within the economic reach of the many, would not have been made possible without the genius of management.

The construction of airplanes and their efficient operation by airlines is an extremely pertinent case in point. More than any other single factor, perhaps, the airliner today is bringing the many nations of the earth closer together. It has conquered time and space, become a swift, dependable and increasingly low-cost means of international communication.

In the final analysis it is good management which has created dependability in airline operation. Precise training of the pilots and other members of the flight crews, a continuing maintenance and inspection program, plus supervision of the airways and the airports themselves—all these factors, and others as well, spell out the proper type of performance.

Trans World Airlines, as an example, has its own fully staffed Flight Training School in Kansas City. A first officer (or copilot) candidate must have 1200 hours in-the-air experience, a commercial pilot's license before he is even considered as a candidate for training. His schooling then takes a full year and continues even after he is "flying the line."

We have our maintenance facilities in Kansas City. Working with precise machinery and delicate instruments with one objective ever before them—to keep the airliners in constant peak condition—the airline's

technicians there perform their jobs in direct ratio to their own ability as managers or that of their supervisors.

Likewise, the overall management problems of a major scheduled airline, too, are great. TWA has an organization of some 13,000 persons to staff its network which spans the continent, the Atlantic Ocean and, further, the British Isles, Europe and North Africa to the Middle East.

It has been said many times, and it will be said many more—a company is no better than the people who make it up. This is equally true regardless of the size of the organization. Further your people will be no better than you as supervisors encourage and inspire them to be.

TWA has a fleet of 150 aircraft. We have hangars, administrative buildings, ticket offices, extensive ground installations involving the best equipment available, a complete communications network—to say nothing of thousands of desks, chairs, typewriters, etc., necessary to maintain our offices.

Without the human element, without good management—what would this vast physical investment be worth? Answer it for yourselves.

To return to the original question, I am sure that managers are here to stay. There is no phase of contemporary living which is not dependent directly or indirectly on the products of management.

Managers are indeed the light of the world. You should never forget your individual importance, the dependence so many place upon you. Results will be forthcoming in the ratio of the leadership which you show.

And I cannot emphasize too strongly that *the function of leadership is to lead, assist, convince—never rule*. When we speak of a strong leader, we should think of one who is strong in the qualities of humanity, understanding of people. Those for whom he is responsible work for him because they want to work for him, they enjoy working for him and further they need his intelligent, sober guidance.

If they work for him only because he tells them to, and they must—then as a leader he is a failure. Coercion has no place in our democratic society of free enterprise.

Recently, a large company in the

MANAGE May 1952

East,
for
posed
"wha
boss?"

No
supp
the C
spons
conce
sibili
oper
said:

"M
prom
work
call
woul
for
have
mutu

Yo
as th
know
a role
unique
of w
tion
socie

Ra
chan
new
come
of co
the n
to yo

Yo
vate
acco
divid

In
Kette
poem
I wo
"One

B
It's
T

And
As t
It
T
And

Su
whic
—bu
spira

If
be a
cable
of m

MAN

for jobs
ility as
visors.

ment
and air-
an or-
ons to
e con-
furni-
e and
ast.

s, and
com-
people
y true
aniza-
be no
rs en-

craft.
rative
ensive
ng the
complete
say
chairs,
main-

wit-
would
at be
es.
question,
ere to
ntem-
ndent
products

ight of
forget
the de-
in you.
in the
in you

strongly
is to
rule.
leader,
strong
under-
whom
n be-
him,
d fur-
sober

because
—then
ercon
society

on the
1952

East, seeking some of the well-springs for contented, effective employees, posed the question to its people—"what would you do if you were the boss?"

Not one answer even hinted at a suppressed desire for power, to "run" the employees. The tenor of the responses was the same—all were concerned with their potential responsibilities in relation to leadership, cooperation and goodwill. One worker said:

"My main objective would be to promote democracy, to give the men working for me that intangible thing called 'the sense of belonging.' I would adhere to the principle that for employees and management to have mutual respect they must have mutual understanding . . ."

Your dedication to such principles as these is eloquently apparent. I know of no other organization filling a role as necessary as yours. You are unique in many respects, not the least of which is that your primary function is not that of a self-adulation society.

Rather, through self-criticism, exchange of new ideas, new methods, new approaches, your goal is to become better leaders—and thus to be of constant and increasing service to the men and the women who look to you for that leadership.

You have the opportunity to elevate management to new pinnacles of accomplishment. It is up to you, individually, and collectively.

In closing, one time I heard Charles Kettering of General Motors quote a poem by Ella Wheeler Wilcox, and I would like to repeat it here.

"One ship drives East, another drives West

*By the self-same winds that blow
It's the set of the sail and not the gale
That tells them where to go.*

*And so it is with the winds of fate
As we journey on through life
It's the set of the soul
That determines the goal
And not the calm or strife . . ."*

Surely it is not the external forces which determine a person's leadership—but rather his imagination, his inspiration, or the set of his soul.

If one looks long enough, he should be able to find a philosophy applicable to all the pursuits and customs of modern society.

MANAGE May 1952

WHAT AND WHY . . .

(Continued from Page 13)

is largely drudgery and routine. This fact should be recognized and, if a candidate for a supervisory position does not like this type of activity, he should not accept the position.

QUALITIES OF A GOOD SUPERVISOR

It cannot be overemphasized that a supervisor is to work with human beings and, aside from his ability to discharge his routine duties, it is essential that he have the following characteristics if he is to get the maximum effort from his people:

1) *Absolute fairness and impartiality, and a willingness to listen to the troubles and suggestions of his people.*

2) *Consistency in policy and rulings, on matters not in the "book."*

3) *A willingness to do the routine, and even perform menial tasks when necessary. And while a supervisor should at all times maintain the dignity of his position and should strictly enforce his decisions, he should never "pull his rank" or otherwise indicate that he feels that he is "better" than his workers.*

Some time one of them may show him that at least in some respects he is not the better man.



MAY 8

AMA Briefing Session on Contract
Renegotiation Hotel Astor, New York

MAY 15-17

NAF Board of Directors
Meeting San Diego, Calif.

JUNE 9-13

Management Unity Seminar Dayton

JUNE 15-27

Fifth Annual Conference on Per-
sonnel Administration and
Managerial Development California
Institute of Technology
Pasadena, California

JULY 17-20

Area Managers Seminar Dayton

AUGUST 11-15

Management Unity Seminar Dayton

SEPTEMBER 17-20

29th Annual NAF Conv. Cleveland

OCTOBER 13-17

Management Unity Seminar Dayton

OCTOBER 20-21

The National Ass'n of Suggestion
Systems 10th Annual Conven-
tion Chicago

DECEMBER 8-12

Management Unity Seminar Dayton

Everything under Control
in One Complete Package

by
Robertshaw
Grayson

COMBINES ALL 5
AUTOMATIC GAS
WATER HEATER CONTROLS

1. Main Gas Cock with Flow Adjustment
2. Thermo-magnetic Automatic 100% Safety Pilot
3. Snap Action Thermostat
4. Pilot Valve and Pilot Adjustment Valve
5. Filter for Pilot Gas

In home and industry...EVERYTHING UNDER CONTROL

Robertshaw-Fulton
CONTROLS COMPANY
GREENSBURG, PENNSYLVANIA

ROBERTSHAW THERMOSTAT DIVISION • FAIRFIELD, PENNSYLVANIA • FULTON STOVEPIPE DIVISION,
Kosciusko, Indiana • GRAYSON CONTROLS DIVISION, Louisville, Kentucky • AMERICAN
THERMOMETER DIVISION, St. Louis, Mo. • BRIDGEPORT THERMOSTAT DIVISION, Bridgeport, Conn.

Plan Now!

To Attend The 29th NAF Annual Convention



**September 17-20, 1952
HOTEL STATLER
CLEVELAND, OHIO**

Good solid planning and enthusiastic response promise to make this year's NAF Convention bigger and better than ever. Educational and inspirational programs are being

planned for your benefit. Because of its national scope, the NAF Convention offers wonderful opportunities for you, as management men, to mix and exchange ideas. Make your plans—NOW!

Here Are Some Of The NAF Convention Features:

- EDUCATIONAL WORKSHOPS
- SPECIAL LADIES EVENTS
- ELECTION OF OFFICERS
- NATIONALLY KNOWN SPEAKERS
- AWARD PRESENTATIONS
- SPECIAL EVENTS

See You In Cleveland!

IT HAPPENED HERE . . .
(Continued from Page 7)

selves, since nothing can count for more than a sum total of every single individual being immediately equal to the challenge which we face today.

In the chain of reactions of an atomic age we find ourselves drawn desperately toward ideals. We are challenged to put strength into ideas so that ideals may bring us to our senses. We proclaim ourselves idealists, but actually we are materialists. We seem to be afraid to try the philosophy of the golden rule. The problem of human betterment is not institutional. It will not be resolved merely by the gathering of men in conclaves or through the adoption of resolutions at impressive conferences wherein delegates represent theoretically the will of countless constituencies—helpful as such movements can be. Morality cannot be instilled by proxy. It can be taught and practiced only by individual example. Only insofar as our inward hearts begin to change will our world be a better place in which to live.

Every moment and every event of everyone's life in our world plants something in his soul. For just as



FRANCIS HORSTMANN, President of the Springfield Foremen's Club, at microphone, says a few words in connection with the March 20 joint-meeting of his club with the Oliver Management Club, both of Springfield, O. Left to right in the photo are J. J. Groeber, Oliver Club Vice President; William J. Welsh, President of the Oliver Club; Horstmann, and Sam Tompkins, Springfield Foremen's Club Treasurer.

Coal Sales Talk

Mallory, W. Va.—Top management of the Powellton Coal Company sponsored the March meeting of the Powellton Foremen's Club. J. C. Hunter, Powellton general manager, explained the function of the Princess Elkhorn Coal Sales Company and introduced the latter firm's vice president, E. H. Larue, who was the principal speaker. Although the Foremen's Club members are chiefly interested in coal production, Larue explained the sales side of the picture.

Charles R. McCane.

the wind carries thousands of invisible and visible winged seeds, so the stream of time brings with it germs of spiritual vitality that come to rest imperceptibly in the minds and wills of thoughtful men. The mind that is the mere prisoner of its own pleasure and the will that is the captive of its own small selfish world cannot accept the seeds of a higher pleasure and a supernatural program.

Man is always inclined to regard the small circle in which he lives as the center of the world and to make his individual private life the standard of the universe. But he must give up this vain pretense, this petty provincial way of thinking and judging. He cannot but adopt the underlying conditions of his own life. He cannot escape from his own personal achievement. His true value is measured not so much by the routine work which he actually accomplishes as by the work which he can be relied upon to accomplish—as a great person—should the emergency arise. What a man gives out in real and creative work returns to him in character. One of the major dangers of our time is that men, as a whole, do not sufficiently appreciate the fact that without conscious activity there can be no progress absolutely; indeed does not nature itself set a penalty on inactivity?

The old order has changed and we have now reached a stage when the machinery used in disputes of industry stands in need of our most thoughtful attention. For, with monopolistic power on a national basis in the hands of employee organizations and affecting the survival of great industries and basic services, a drastic alteration has taken place in what may be referred to as the climate of employment in those industries. Any agitation in such a setup must now be directed not against private individuals or corporations, but in effect against the ability of the community or possibly the nation, in many cases, to provide the necessary services which our civilization demands and requires if it is to continue to survive. In such circumstances workers in these industries have had to accustom themselves to a kind of control in which the human aspects are being replaced by something comparatively impersonal. It is as if a basketball team should be led not by

WE'RE BACKING and BOOSTING

NAF

Lincoln Extension Institute, Inc.

1401 W. 75th St.
CLEVELAND 2, OHIO

"The School of the Factory Executive"

LOUIS S. VOSBURGH, President
J. FRANCIS CARLE, M.A.,
Educational Director

Write for free 48 page descriptive brochure "Getting Ahead In Industry"

a captain on the floor but by a committee—not necessarily of basketball players—sitting somewhere out of sight! Such a plan would surely be disastrous in our athletic program and it has yet to be established that it can win games in industry. Never in our industrial history has there been more imperative need than now for harmony based on realization of the fact harm delivered by either side is mutually injurious to both. That human behavior is now being made the subject of intensive study indicates a belated recognition of the fact that technical advance has far outstripped the development of that deeper human intelligence without which lasting progress is impossible.

We must have harmony in industry and we should strive to create the atmosphere wherein work may become something which is recognized as desirable and honorable in itself. Perhaps we have the key in the word *diligence*, because unless we can love our work we shall not succeed in our endeavors, no matter what may be the activity in which we are engaged.

Initiative is probably the most important single force in the development of any individual, company, or country. Initiative demands persistence, patience, and hard work. The history of all successful enterprise spells out a period of fifteen to twenty years of constant pressing forward—twenty years to develop cellophane, fifteen years on the part of a single individual working with homemade equipment to develop a process that made the vulcanization of rubber possible, etc. Initiative meets and overcomes discouragement, rejecting failure. It frequently encounters the kind of ridicule to which the Wright brothers were sub-

jected when they predicted flying through the air, or with which Henry Ford was plagued when he determined that the horse-drawn vehicle was to be displaced by one powered with an internal-combustion engine. It usually involves fearful hardship—mental and physical—while a man risks his resources, comfort, and security on an idea. Initiative rests primarily in the individual and all accomplishment—for good or for evil—may be credited or charged to the exercise of individual initiative. Little space is given in our history books to those who were not self-starters. Men with initiative created the assembly line symbol of mass production, and the check-out line of the modern supermarket, symbol of mass distribution. Machines move mountains, but initiative moves men. The key words defining individual initiative are power, energy and drive, and when we come to discover the ways in which it works, we find that we endow it with a wide variety of attributes; a willingness to assume responsibility, the ability to translate policy into action, the capacity to raise questions and to make suggestions, a capacity for originality, a disposition to get things done. The one ingredient that we have had and still possess in greater supply than any other nation is individual initiative, that powerful spiritual energy of intelligence, curiosity, and will. It creates that which flows from the mind and soul and is compounded of ideas, sparks activity, and builds enterprises.

The mysterious thing, success, is a mosaic of faint hints and coincidences prepared from within, but which look like miracles to anyone trying to sum up events of an entire career. If by success in life we mean attaining the goal of ambition, then success comes only to those whose standards are low; for the higher a man's standard, the more lofty his aim, the farther will he always be from reaching it. What gives life its value is not the accomplishment of something, a result that is moderately good, but the effort to do something as well as it can be done, and the man who strives for that will go much farther than the one who fixes his gaze upon an ordinary objective. But, you will say, if a man sets his hopes beyond what he can attain,

A U.S. • Iron Curtain?

Ottawa, O.—Some major economic fallacies were blasted by the noted Reverend Edward A. Keller, director of the bureau of economic research of the University of Notre Dame, at the March meeting of the Putnam County Foremen's Club of Ottawa, Ohio.

This was a Ladies Night program celebrating the first anniversary of the club, with many out-of-town guests representing all levels of management on hand for the gala occasion. Congratulations for the successful year were offered to Charles G. McDonald, President; Lawrence Ice, Vice President; John A. Gilmore, Secretary, and Harry Neuenschwander, Treasurer.

"Socialists and communists who try to destroy or change the American way of free enterprise would have us believe that the top income people of the United States own most of the wealth," Father Keller said. In giving the lie to this doctrine, he pointed out that 55 per cent of total wealth is "consumer wealth" owned by the vast majority of the American people. He added that many corporations have more stockholders than employees.

Unfortunately, there has been an "iron curtain" in America which concealed from the American people the blessings of our economy and was lifted only high enough to show only the evils of our system, he said. In some cases, statistics have been dishonestly used to promote false belief. As a priest, as well as an economist, Father Keller feels a deep sense of obligation to speak the truth. He explained that such statements as "two per cent of the American people get 80 per cent of the total national income" and that most of the national income goes to a few wealthy persons are deliberate untruths designed to hoodwink our citizens.

Women See Plant

Chicago—The Scully-Jones Management Club recently sponsored a tour of the company plant for all supervisors, their wives, mothers, and daughters. Club President James Sklenar welcomed the ladies and works manager Joe Kosinski delivered an address on Scully-Jones tools, plant expansion and what the company's growth means to the supervisors and their families.

J. R. Brown

When you are young, you do a lot of wishful thinking, but after the years have piled on, you do a lot of thoughtful wishing.

—The Way Gazette

he will never be happy, because he can never have the satisfaction of reaching it. Let us not deceive ourselves! If the pursuit of happiness is one of the rights of man, it is in itself the least remunerative of occupations. Happiness is not found by hunting it, but in the course of a search for something else. It is not the aim, but a by-product, of a happy life. No scheme of philosophy can escape the eternal ethical paradox. No rational system of morality can be framed which teaches that by

doing right we shall bring permanent misery upon ourselves; that the good are doomed to sorrow, and the bad to pleasure. Such a doctrine would shock our moral sense of justice. Every system of ethics must assume that the performance of duty brings happiness in this life or another.

The world moves upward like a mountain road on a steep ascent, by zigzags. It rises by inclining first in one direction and then in another. Man progresses by overaccentuating one principle at a time; but in doing so he is apt to lose his sense of proportion, to forget that the principle in vogue at the moment does not embody the whole truth; that pursued exclusively it will not lead him to his goal; and we do well to pause at times, look about, and ascertain the direction of the distant peak. The keynote of the present day is efficiency. We live in a material age, in which scientific advance has placed the forces of nature under man's control far more than at any preceding epoch; we are interested in visible progress, and we demand tangible results as the measure of achievement. We ask a man what he has done, and shake our heads if palpable evidence is not forthcoming.

In spite of many appearances to the contrary, man's essential purpose is not a struggle for existence or for supremacy, not a devastating scramble for the goods of this world, but a generous and fruitful emulation in the creation and the diffusion of spiritual values. Now this creation takes place to a large extent secretly, for it is not accomplished by crowds, nor by pompous dignitaries officiating in the eyes of the people, but by individuals often poor and unknown, who carry on their sacred task in mean garrets, in wretched laboratories, or in other obscure and isolated corners scattered all over the civilized world, with hardly any regard for political boundaries, social or religious distinctions. The silence of their work is enhanced by the fact that it goes on in spite of the catastrophes, wars and revolutions which retain the whole attention of the world. Wars and revolutions are not essentially different from natural catastrophes such as earthquakes, volcanic eruptions, cyclones, floods or

permanent
the good
the bad
would
justice.
assume
brings
her.

like a
ent, by
first in
other.
stuating
a doing
of pro-
inciple
es not
at pur-
and him
a pause
certain
k. The
is effi-
al age,
placed
's con-
ceding
visible
angible
achieve-
he has
lpable

to the
ose is
or for
scram-
but a
on in
on of
cation
cretly,
crowds,
difficul-
out by
own,
ask in
abora-
d iso-
er the
y re-
social
silence
the fact
cata-
which
f the
e not
al ca-
vol-
ls or

epidemics; they are almost as impersonal and uncontrollable. For most men these catastrophes are by far the most important events, and this is natural enough, since their welfare is dreadfully affected by them. Galileo's or Newton's discoveries did not raise the price of food or shelter, at least not with sufficient suddenness to be perceptible. For us, on the contrary, these discoveries, which sooner or later transformed every man's outlook, thus magnifying both the universe and himself, are cardinal events of the world's history. All the catastrophes, caused either by the untamed forces of nature or by the irrepressible folly of men, are nothing but accidents. They interrupt and upset man's essential activity but, however formidable, they do not and cannot dominate it. Peoples and nations, even as men, are not to be judged by the power or the wealth they have attained, not by the amount of perishable goods which they produce, but only by their imperishable, often silent, contributions to the whole of humanity.

The machinery of civilization ought to operate to the end of producing intellectually mature individuals. Maturity cannot exist where individual assent or disapproval is impossible and all behavior is regulated by authority. Civilization may be so absorbed in the means of living that it fails of its end. All dictatorships fail in this respect. There is a sense in which dictatorship over mature men and women is a positive insult to human intelligence. As Aristotle said, people who are inherently incapable of self-government by reason must be coerced from without, for they are natural slaves.

The enjoyment of freedom imposes the responsibility of making decisions. It is to escape this responsibility that so many among us are willing to give up our freedom. The more intelligent and thoughtful a man is the harder it is for him to make decisions. Confronted by a choice of alternatives, the thoughtful man attempts to weigh all the possible consequences of each, even unto infinity, and finds himself overwhelmed by their reach and by the impossibility of encompassing them in his mind. Every choice involves sacrifice and risks from which there is no turning back, once it is made. As you weigh a

decision in your mind, first inclining to one alternative, then to the other, it may always be the rejected alternative that appears most attractive. You see what you sacrifice by not accepting it, and the risks you assume. When you incline the other way, in consequence, you are no better off. The result of thinking too precisely on the event may finally be a paralysis of the will, so that you become incapable of action even though inaction is manifestly worse than any alternate.

A century ago there was more talk about the perfectibility of man than there seems to be at present. In the early nineteenth century, it was held that universal popular education would improve the minds of all people and liberate something of the nature of genius in the average man; that the exercise of the franchise would train the masses in an intelligent sense of political responsibility; that the greater realization of personal independence through the abolition of class privilege, through guarantees of liberty and economic opportunity, and through the restoration of pure religion and noble moral sentiment, would make possible the complete and perfect expression of the principle of humanity in our emancipated race. Historical events and social institutions were judged by a new criterion: Did they contribute to the perfectibility of man? Today, while we are commonly less vocal about human perfection, we seem to be even less tolerant of certain departures from the ideals of perfectionism. Hence there is denunciation where there was once persuasion, and a tendency to coercion where a century ago reformers de-

sired conversion and voluntary effort. Because we are loyal Americans, and could not possibly be anything else, it is out of devotion to our country that we, as our nation advances, become critical of it. We do not like and need not like much that has appeared on the American scene. Our very desire for a mature civilization on this continent is bound to become articulate. To my mind, if this desire is intelligent, it is an indication that this nation is merging into something epoch-making in the history of civilization. For the good or ill of mankind, we are in a position of world leadership. Whether we shall achieve our destiny well or badly, no one can now foresee.

No matter how considerable the accumulation of knowledge may be it confers no superiority on man if he utilizes it only outwardly and if he reaches the end of his march without having deeply evolved as a responsible element of humanity. He must blind himself to the disagreeable situations that surround him and not allow himself to be turned from his path by the pitfalls strewn under his feet. He must overcome his dislikes and fix his vision on the wondrousness of life that can only come from within; for that beauty is perhaps an illusion today, but it is the truth and promise of tomorrow. We must concentrate on the possession of an unshakeable faith even though it be only a faith in the dignity and destiny of man. Today we are faced with the question of whether intelligence or morality will win. The fate of humanity, its happiness, depends on the answer to this far-reaching question and each of us must make that decision individually.

Mankind will always be sentimental; but sentiment in the future will be different from what it has been in the immediate past. It will be a kind of emotional assent to the values of the new secular civilization we must create. There will be injustice and exploitation in this new, mature civilization also, but we shall not merely exchange the leadership of the businessman for that of the labor politician.

The final decision as to what the future of our nation shall be depends not on how near our organization is to perfection, but on the degrees of worthiness in our individual citizens,



The most important, and yet the least easily determinable, element in history is the series of unobtrusive general changes which take place in the individual dispositions of men.

In an over-organized society which in countless ways has him in its power, he must somehow become once more an independent personality and so exert influence back upon the thinking of his day. Existing conditions are maintained by the press, by propaganda, by organization and other influences which employ every means at their disposal to keep the individual in that condition of impersonality which suits them.

The spirit of the modern age is not the work of any one great thinker. It wins its way gradually by reason of the unbroken series of triumphs won by discovery and invention. Hence it is not a result of chance that an almost unphilosophic and practical group of individuals with the vision of men such as Edison and Ford draft the program of our modern world. If it is recognized as the aim of civilization that every man shall attain to true human nature in an existence which is as fully as possible worthy of him, then the uncritical overvaluing of the external elements of civilization which we have taken over from the end of the nineteenth century can no longer prevail among us.

Progress in the sciences has been amazingly rapid; and at every marked advance questions have arisen that affect the conceptions by which we live. The old forms have seemed inadequate to hold the new truths. We are bewildered and not sure of ourselves. Doubt has eaten its way into the very substance of our beliefs; and, as a consequence, hesitancy characterizes our conduct when we are called upon to face great moral issues. One of the main reasons for this moral impotency is the lack of a well-grounded philosophy of life. But a philosophy of life is an intellectual undertaking and must proceed by a critical weighing of all pertinent evidence. As conclusions are expected to hold against every demurrer, criticism should never be evaded, for it serves to expose any flaw in the fabric of our belief. Such a philosophy of life has been the task of the centuries.

To be aware of the importance of every individual in our democracy is

a primary factor which contributes to the accomplishments of any man. This is particularly true of professional men who are more and more becoming administrators and executives. The understanding and confidence which we mutually accord to each other with a view to what is most purposive, and by means of which we obtain the utmost power that is possible over circumstances, can be enjoyed only if everyone can assume in everyone else reverence for the existence of the other and regard for his material and spiritual welfare as a disposition which influences them to the depths of their being. Will it be possible to bring about this development? We must, if we are not all to be ruined together, materially and spiritually. All progress in discovery and invention evolves at last to a fatal result if we do not maintain control over it through a corresponding progress in our spirituality.

We are all beset by insecurity, in the best of times as in the worst.

It is not enough to have great qualities; we must also have the management of them. —Rochefoucauld

There is no telling what catastrophe may occur tomorrow. We have seen lightning strike the houses of neighbors and cannot tell that it will not strike our own. Some men will not build at all because of the danger, and some cannot breathe easily until they have burned down their houses to avert it. Some cannot enjoy the summer when they know that winter must come, although it is the more to be enjoyed on that account. One would not recommend blindness to danger because any kind of blindness is a sacrifice and denial of man's attributes, a retrogression to the attitude of the clod who sings all day long because he knows nothing of darkness, and perhaps he knows as little of light for all his singing.

All these considerations lead to one conclusion. Do not accept the degrading doctrine that you are no more than a creature of circumstances and cannot live above events. To accept it, however, you must disregard the examples, always at hand, of those individuals who have, in fact, risen above their environments to their own triumph. The triumph of man, even

in the best of times, can be realized in no other manner. You need not be better than anyone else before you can be your own best self, since being your own man is a private matter. It means cultivating that inner garden where you nourish your own understanding and exercise sovereignty. You do not accept the judgment of society on how you shall plant it, nor hold society responsible; and what it contains uncompromised in the end is the only measure of your achievement as a person and as a man.

A spiritual struggle stands independently of its cause, and it is the struggle which uplifts us. Virtue consists mostly in the purely subjective effort, and not wholly in its results. You will only find within yourselves the elements which can enable your conscience to contribute to the progress of passing from the present where you are gaining measurable progress in your educational career toward a wished for future where you will make your mark in your life work. Thus the progress that you seek demands individual, purposeful, human participation; therefore, the possibility of choosing; therefore, freedom. No matter what your activities, you must never forget your great destiny, and the legitimate pride derived from this knowledge should protect you throughout your days against yourself and against others. Your efforts must tend to elevate yourselves through the development of human dignity if you would wish to give value to life, a reason for effort and learn how to use the passing of time to fight paralyzing skepticism and destructive materialism which are by no means the inevitable consequences of the scientific interpretation of nature, as we have been led to believe. The equilibrium of the whole world, not only peace, but justice, commerce, industry, science, rests on the confidence in the integrity and in the word of men. Your great individual privilege in life, as an heir to all the priceless advances of mankind, is to be a constant guardian of the eternal light which the finest and truest men have handed on to one another along the challenging journey of life against every obstacle and discouragement any of us could possibly imagine and have won their way with honor.

realized
bed not
before
f, since
private
g that
sh your
se sov-
e judg-
u shall
nsible;
omised
sure of
and as

s inde-
is the
ue con-
jective
results.
rselves
le your
e pro-
present
usurable
career
ere you
ur life
ou seek
ul, hu-
re, the
erefore,
activities
r great
ide de-
should
r days
others.
elevate
opment
d wish
on for
e pass-
skepti-
rialism
vitable
inter-
e been
of the
e, but
cience,
he in-
. Your
life, as
ances
guard-
ch the
handed
alleng-
every
any of
I have

Old Mother Hubbard
went to the cupboard
To get her poor daughter a dress.
But when she got there,
The cupboard was bare, and so was
her daughter, I guess.

• • •

A psychiatrist is a mind sweeper.

• • •

Just found a restaurant where you can get a sizzling platter for only a dollar. If you want a steak, it's six bucks extra.

• • •

Tourist: What do you do all day?
Native: Hunt and drink.
"What do you hunt?"
"Drink."

• • •

Flying hotels are foreseen for the future. You'll need a parachute to jump your board bill.

• • •

The average American takes 18,908 steps daily—mostly in the wrong direction.

• • •

Conductor: Can't you read that sign that says 'No Smoking'? Slightly inebriated passenger: "Sure, Doc, that's plain enough, but you've got a lot of crazy signs here. One of 'em says 'Wear Nemo Brassieres,' so I ain't paying any attention to any of 'em."

"DOWN AT THE SALT MINES"



He has given 15 of the best years of his life to traveling for the outfit, and now they call him on the carpet about a measly \$2 item on his expense report!



If you wonder where those lovely autumn leaves go, we suggest that you smoke a campaign cigar.

• • •

From a society column: "The bride was entrancingly gowned in a sheer, soft blue net gown which fell to the floor as she swept down the aisle."

• • •

Motorist (barely avoiding a broad-side crash): Who on earth didn't you signal that you were turning in?

Girl (who has just crossed into her home driveway): I always turn in here, stupid.

• • •

Seniority Rights

The nurse beckoned to one of several expectant fathers. "You have a son."

Another man jumped up. "What's the idea? I was here long before that man."

The teacher attached this note to little Johnny's report card:

"Dear Mrs. Ostrom: Johnny is a bright boy, but he spends all of his time with the girls. I'm trying to think up some way to cure him."

Mrs. Ostrom studied the note, then wrote the teacher: "If you think of a way to cure Johnny, let me know. I haven't been able to cure his father."

• • •

When a doctor advises a man to avoid all forms of excitement he means the excitement of all forms.

• • •

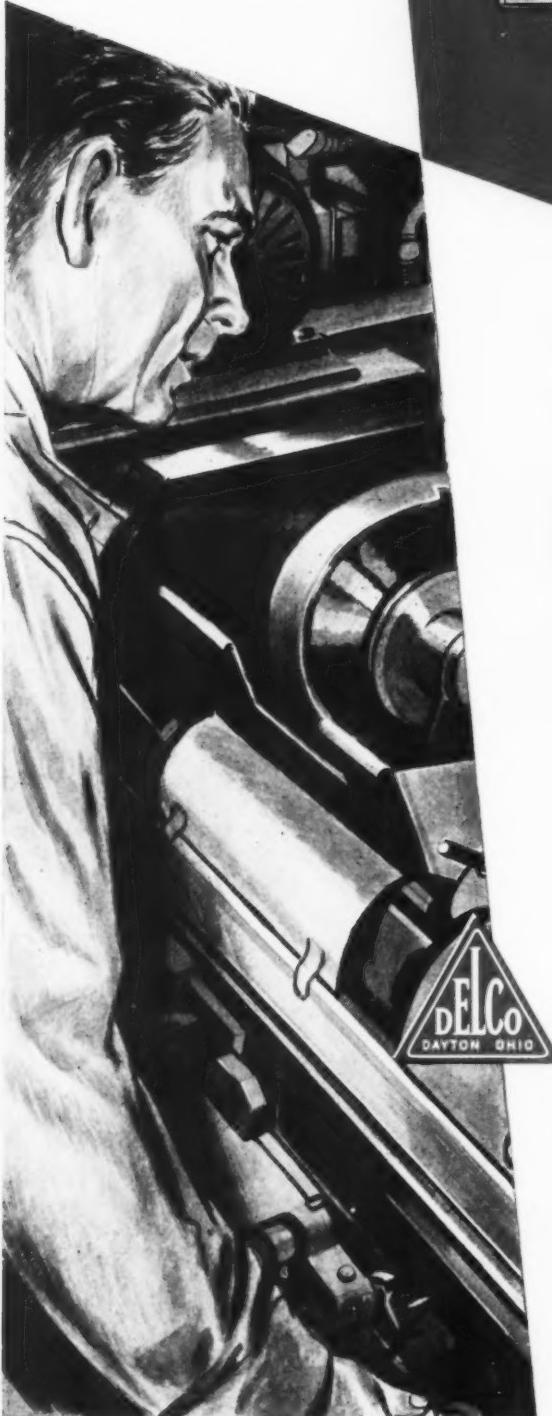
Salesman: You make a small deposit, then you pay no more for six months."

Lady at the Door: Who told you about us?"

• • •

Complaint from tenant to landlord: "If you won't have the faucet fixed and the roof repaired, will you please move the bath tub under the leak in the roof?"

*To Reduce
Down Time...*



**replace
with**

DELCO MOTORS

The next time a machine is down and the investigation shows that the motor is really "done for" reach for the telephone and get a new Delco on the job.

Delco integrals are now winning their spurs in replacement service . . . they have long been a favorite in the original equipment field.

THERE'S A DELCO FOR PRACTICALLY ANY INDUSTRIAL APPLICATION

Open and closed motors up to 100 h.p. for standard foot mountings. NEMA C&D flange-mounted motors up to 30 h.p. Available through local Delco motors distributors.

DELCO PRODUCTS

Division of General Motors Corporation
Dayton, Ohio

Available Through Local Delco Motors Distributors

